

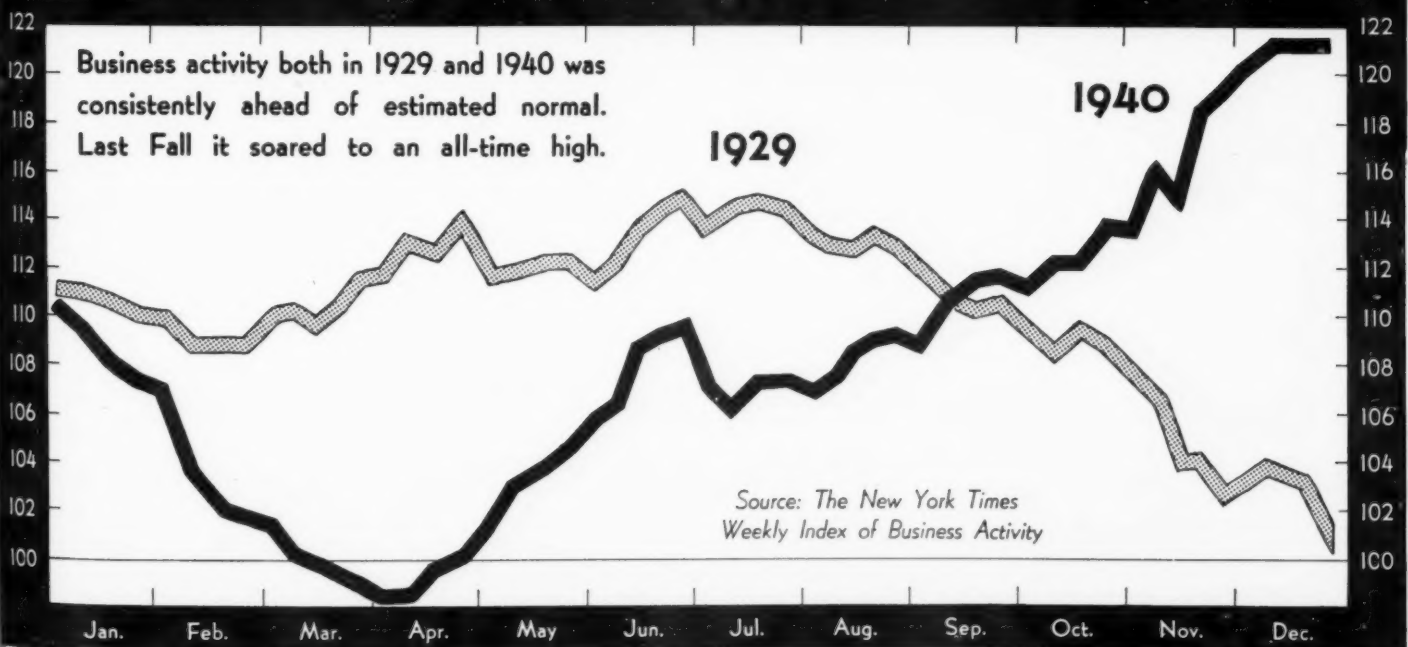
JANUARY 15, 1941



TWENTY CENTS

Sales Management

BUSINESS ACTIVITY SURGES AHEAD OF 1929



THE MAGAZINE OF MODERN MARKETING

Latest investigation of "Local Lives" of four Network Key Stations reveals:

WORLD'S LARGEST MARKET CONCLUSIVELY FAVORS WABC!



You know of the "double lives" led by New York's four Network key stations. They're key stations for their respective networks during the day and evening. But they lead a wholly local life in the early morning.

The unchallenged dominance of Columbia's WABC, day and night during *network* hours, has long been established (by five basic studies in the last seven years.) Now—here's the most comprehensive survey ever made to measure the *local*, early-morning lives of these four stations:

From December 2 to 7, 1940, Samuel E. Gill (former Research Director of Crossley, Inc.) collected data on each New York station's audience in every quarter-hour between 6:30 and 9:15 A.M. The method: Printed Roster, with personal interviews on six days in 20 counties.*

Gill's investigators found that WABC and one other station divided *all* the quarter-hour "firsts" between them. But not equally! For WABC—key station of the Columbia Network—placed first in 75% more quarter-hour periods than its nearest competitor.

This is hardly an unexpected result. Since WABC first inaugurated a regular local broadcast schedule less than four years ago, it has maintained *Columbia Network* standards during all its local periods. CBS-trained program directors produce WABC's *local* programs. No wonder, then, these programs are the overwhelming first choice of the New York audience—a logical complement of these same listeners' day-long preference for WABC.

WABC today leads all other New York stations during *early-morning* periods, as it does in the rest of the day. And early-morning, remember, brings you *family* audiences at a fraction of evening time rates. That's why WABC's early-morning local schedule is studded with the campaigns of many of America's foremost radio advertisers. And why early-morning advertising on WABC ranks among New York's most successful local radio advertising—at any time, anywhere in New York. For your next local campaign in the world's largest market, buy the best in radio. It's the *smartest* buy per dollar invested.

**Full details are available, of course.*

AMERICA'S BIGGEST RADIO ADVERTISERS PREFER

WABC ★ 50,000 WATTS ★ NEW YORK

OWNED AND OPERATED BY CBS—REPRESENTED BY RADIO SALES





W. Small

*First 11 Mos. Media Records, Inc.

THE PITTSBURGH SUN-TELEGRAPH IS REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION



Fat Men's Shop

Size 50 is practically in the junior department at Sig. Klein's, the Fat Men's Shop, on lower Third Avenue in New York. The store has been catering to men of girth, in its present location, since 1865. Year in and year out its slogan, printed on promotion pieces, is "Business Is Good." And so it is, because "Once a customer, always a customer" at Sig. Klein's. "They talk about reducing and say they've lost some poundage and won't be back again, but they always do come back," according to the staff.

Much of the store's business is transacted by mail, for clients' measurements are kept on record. Orders come in from all over the country. It's a base canard, too, that fat men don't live long. Some of the Fat Men's Shop's customers have been on the books 50 years. There are famous and distinguished persons among its clientele, but the staff won't name them—except the comedian Happy Moore, of the revue "Hellzapoppin'," who has had his picture taken shopping there.

The store has an Old New York flavor, as well it might, for the fixtures and furnishings appear to be the same ones that Sig. Klein started with in Civil War days. But the merchandise is up-to-date; for the store's success is built on the theory that fat men like to dress exactly as well (and perhaps a bit better) than other men. Prices are a trifle higher, in some instances, than in other stores, but customers receive the benefit of low overhead. Mr. Klein, the original owner, died in 1932, and since then the store has been operated by his daughter, Eva, and son-in-law, Bill Greenberger. (The Greenbergers are thin to the point of willowness, but they say Mr. Klein was still thinner, and looked as though a stiff breeze would blow him away.) One of the salesmen, Ike Scher, has been on the staff 38 years.

The Fat Men's Shop begins where other stores leave off, and has a variety of merchandise to take care of difference in proportions. (A man may be fat in one area, thin in another.) On the day when SM's reporter called, the window display included several lines of Winter underwear; a windbreaker, with suede front, all wool back—"sizes up to 60"; some striped socks, 100% virgin wool, 75 cents; and a size 64 mannequin in a wine-colored gabardine shirt and gray herringbone trousers. Bill Greenberger, present manager, says the window is always decorated in the same manner, with seasonal merchandise and no props except the size 64 mannequin.

Every inch of space inside the small store is utilized, with merchandise shown under glass and on counters, and rows of boxes on the shelves. Items displayed are in larger sizes than those in greatest demand, because this has a good psychological effect on over-sized men. Sizes in greatest demand are about the middle 50's. Bedroom slippers come in a range from 9 to 15 EEE; shorts to size 70; Van Heusen and Arrow collars to size 21; sport shirts to size 70, and so on.

When a customer comes in for the first time, he is usually on the defensive; chances are he has been pushed around in other stores and made to feel that he's something of a freak. His opening remark is likely to be, "I want the biggest shirt (or pair

of pajamas, or collar) you carry." So the salesman pulls out a size 70 shirt—and it's much too big for him. "Why you belong in the baby department here," he is told. "I guess I'm not so large after all," he says. To be served by salespeople who consider his needs normal, and to have a variety of colors and styles from which to choose is a pretty exhilarating experience for a man to whom shopping has previously been torture.

Contrary to popular opinion, fat men like active pursuits. This is reflected in the large proportion of sportswear carried in the Fat Men's Shop. Work clothes, with the familiar "union-made" tag, are also well represented in the store.

The store's customers range in age from 16 to 85, according to Mr. Greenberger. The stock has been expanded recently to include items for very tall men. An item that proved instantly successful was a shirt with a 37-inch sleeve. It's hard to find in an ordinary store.

And, oh yes, fat men *are* good-natured—in their buying habits at any rate. So say the salespeople at Sig. Klein's. On one of the store's pieces of promotion, a calendar, is the sage motto: "If everybody were fat there would be no war."

Mummy Wheat Sprouts a Business

One day, Walter Earnshaw heard a story, the old story about wheat found in the tomb of a Pharaoh, which when planted, grew into a variety unknown to modern farmers.

This is a sturdy fairy story. Scientists have again and again proved that wheat, after a few years, loses its power to grow. But people like the story, which is sometimes varied with strange insects, appearing from nowhere, and attacking the mummy wheat.

Mr. Earnshaw had never before heard the story. It set him thinking, and inspired by mummy wheat grew a business that is now national in scope, distributing through 900 department stores and jobbers. (California Magic Gardens, Los Angeles.)

The idea was, a magic garden, in a neat little box, with common flower seeds like California poppies, in California soil, all ready to grow as soon as water was added.

For a start, he put them up for the Los Angeles souvenir trade, believing that visitors would like to buy something typical of the



Walter Earnshaw's "Magic Gardens" appeal to lovers of seeds and novelty—and that's almost all the world.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright January 15, 1941, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. January 15, 1941. Volume 48. No. 2.

How to woo a woman

WHEN HER HUSBAND IS AWAY

....and after he returns, as well!



THE TIME

Morning, Noon and Night

THE PLACE

Over the Blue Network of NBC

THE COST

The lowest of any national advertising

THE PROOF

Our ever-increasing list of contented clients

have 47 clients right now (they're increasing every month) who keep proving it for us.

When it comes to pleasing women, there's a bit of the Casanova in us. And we wouldn't have it otherwise—not with women controlling some 80% to 90% of all purchases made—either doing the outright buying or choosing the product for the family.

So, when the ever-loving husband is away we entertain the wives with an especially suitable menu of daytime programs. And, judging by the repeated renewals of our daytime clients (who find this advertising as economical as it is effective) we're doing pretty well at the job.

But when evening falls and friend

husband returns, we're the living proof that three *can* be good company. In fact, of the 25 new accounts bolting to the Blue in the last six months, 15 have bought time in the evening.

Such popularity—with advertisers—must be deserved. One important reason for it is that the Blue's coverage is concentrated in the Money Markets where the heaviest buying power is wielded. Another is the famous Blue Network Discount Plan which allows your network to expand with your budget, provides national coverage at the lowest cost of any medium.

So, if you have a product with which you'd like to court the woman of the household, put it on the Blue Network and let us do the wooing.

"Sales Thru the Air with the Greatest of Ease" is more than just an advertising slogan for the Blue Network of NBC. It's a proven fact. And we

NATIONAL BROADCASTING COMPANY
A Radio Corporation of America Service





A billion is an awful lot, especially when you are talking about dollars. Recent figures show that the wholesale sales in the Memphis market area total \$1,082,032,870.00—MORE THAN ONE BILLION DOLLARS. Here is a market which ranks as 17th among 98 cities throughout the entire United States in wholesale trade volume. Moreover, the new Tennessee Powder Plant, located just outside Memphis' city limits, a \$20,000,000 project, is now employing better than 9,500 skilled and unskilled workers, with a MONTHLY payroll of over \$300,000.00. No wonder that RETAIL sales, too, have boomed to a new high—\$432,137,000.00.

WMC, the pioneer radio station of the Mid-South, is located at the very hub of 76 counties, which comprise this rich Memphis market; situated to carry sales messages to 399,540 Mid-South radio homes.

5,000 Watts
Day
1,000 Watts
Night

WMC

MEMPHIS, TENN.

THE Billion Dollar MARKET

★
Represented Nationally by THE BRANHAM CO.
★
Owned and Operated by

THE COMMERCIAL APPEAL

★

MEMBER OF SOUTH CENTRAL QUALITY NETWORK

WMC—MEMPHIS
KARK—LITTLE ROCK
WSMB—NEW ORLEANS

WJDX—JACKSON, MISS.
KWKH-KTBS—SHREVEPORT

NBC
RED
NETWORK

country. But to his astonishment, orders began to come in from distant places—the souvenirs had been carried home, and other people wanted them.

Mr. Earnshaw is an experienced salesman, and has used direct mail to introduce his novelty, where consumer demand began to show up, calling store managers' attention to this demand, inviting them to try a gross and make a display. He also distributes through wholesalers handling specialties for department stores.

Four different kinds of soil are used for the gardens, sterilized to kill weed seeds, powdered, mixed, and packed into tiny flower pots, with the flower seeds. Four pots make a magic garden, each producing different flowers. Packaging the gardens, with self-explanatory labels, helps counter sales, and to date several dozen tons of California soil have been sent to distant places—England, Puerto Rico, Spain, the Philippines, Latin America.

Now that he has scored a success, Gardener Earnshaw can explain it.

"We have a large tourist population. Tourists are always looking for something different from what they know at home, to show the folks, and prove they have really traveled, and seen wonders. This is one element of success—and let's remember that every community has its tourists, even a country town, people passing through, looking for wonders, wrapped up in a box, and labelled.

"Then, this little garden is dynamic. People like souvenirs that 'do something.' You put a little water on the magic garden, and it grows—there's the dynamo."

This Is Stuff

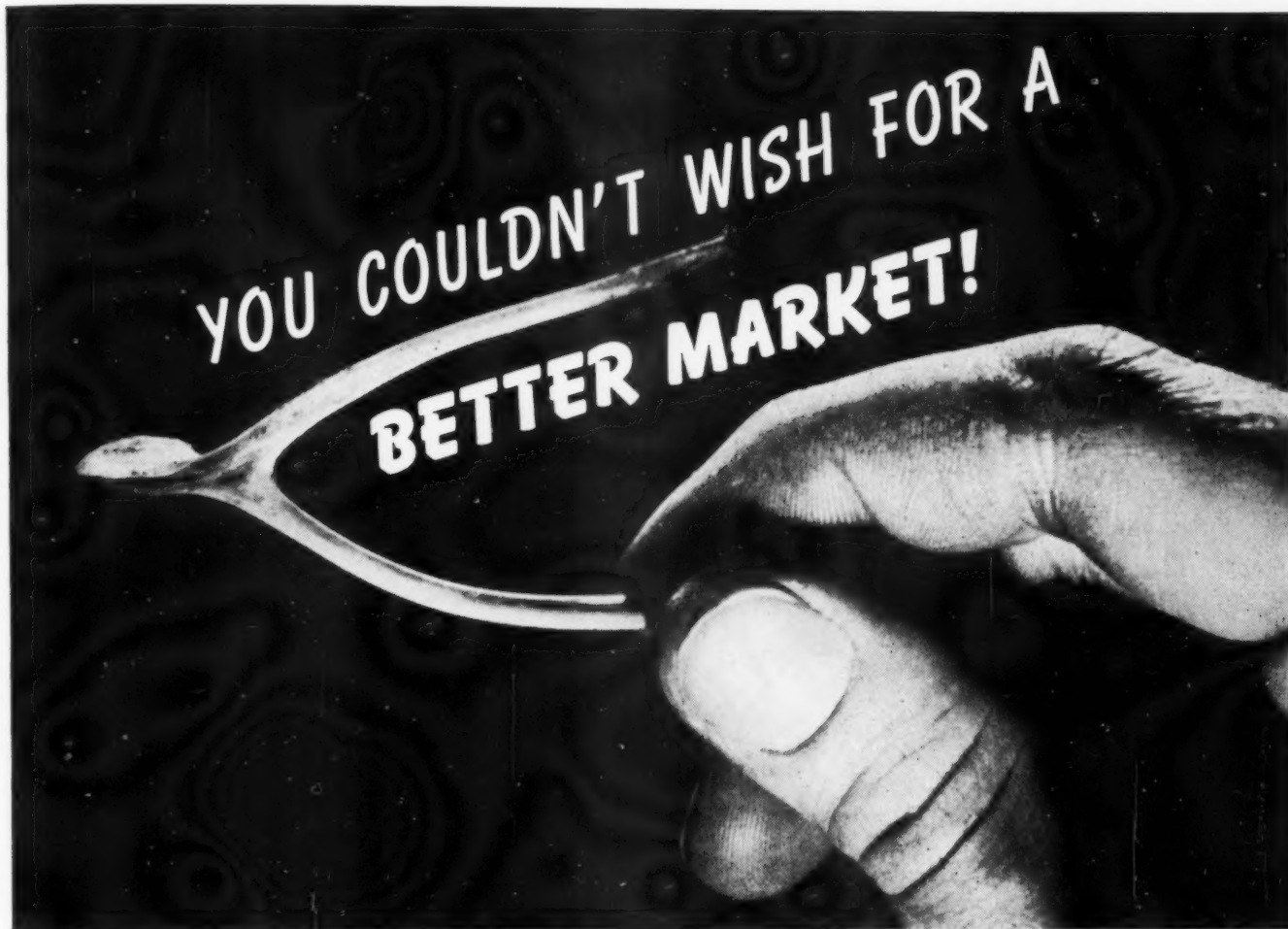
"People have more fun than anybody," Col. Lemuel Q. Stoopnagle, radio sage and Quixie-Doodler, has observed from time to time. Samm S. Baker, executive of H. M. Kiesewetter, N. Y. agency, has almost more fun than people do.

Ever since September, 1939, Mr. Baker has been sending out a weekly release of "Latest Stoopnagling Stuff" about Col. Stoopnagle's Quixie-Doodle Program, sponsored by the Mennen Co. over the Columbia network Sunday afternoons. With each letter has gone a little gift. Once it was a piece of broken phonograph record, "in case you missed this part of last week's broadcast." Again it was a special unused leaf "for you to have handy in case you want to turn over a new." Then, there was a piece of sandpaper, "to attach to your red flannels in case you like to rough it."

A knotted rope to prove that "now it's the Columbia KNOT-work" was followed by a steel nut and an Indian nut proving the same thing. Another week a piece of netting was provided, "attached please find a section of the network." When the Colonel signed a new contract with the Mennen Co. a "reasonable facsimile" of the dotted line accompanied the release. Generous, that what he and Mr. Baker are.

Besides the gift, the "Stuff" describes the Colonel's guest artist for the week; gives a Quixie-Doodle (sample: Where is it considered a social custom for women always to wear necklaces? Answer: Around their necks.); a Quixie-Invention and a Daffynition. The inventions include "An alarm clock with only half a bell, so that when two people are asleep in the same room it wakes only one of them. Also, very useful for people who are only half-asleep." A typical daffynition: "A LINE is stuff that you have to draw the . . . some place . . . or stuff that you put your money on the . . . or it marches in like a . . . or is the delicious flavor after lemon."

At first the release was sent to some 700 radio and trade paper editors. They showed it to various snickering and giggling friends who asked to be put on the mailing list. In this way 150 or so other people now learn such edifying facts as "how Kris Kringle got caught in a tight chimney and got Santaclaustrophobia" and all about the "calendar with a special railing around it so people can't slip off on week-ends." With one thing and another, both the sender and recipients (the latter are growing in numbers) are having more fun.

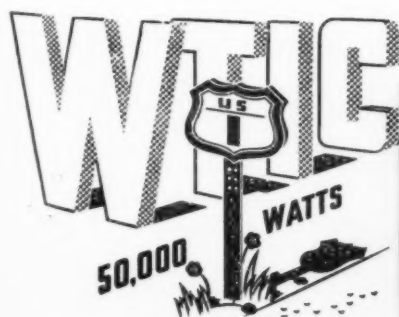


Take all your dreams of what a good market should be like. Roll them all together and you'll have a perfect picture of Connecticut and the rest of Southern New England — the *richest* market in the whole United States. The facts and figures prove it.

For example, factory man-hours have jumped 30% within a year; the per family effective annual buying income is 39% above the national average; sales of new automobiles are up 48%. The people of this rich industrial area have more money to spend for whatever you want to sell.

WTIC can bring your product to the attention of these people with a welcome and familiar voice — with the impact of 50,000 Watts and the authority of more than 15 years distinguished service as the favorite station of this prosperous Southern New England area.

*No, sir. You couldn't wish for a better market—
or a better means of reaching it.*



DIRECT ROUTE TO AMERICA'S NO. 1 MARKET

*The Travelers Broadcasting Service Corporation
Member of NBC Network and Yankee Network*

Representatives: WEED & COMPANY, New York, Chicago, Detroit, San Francisco

Sales Management

VOL. 48, NO. 2

JANUARY 15, 1941

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Notes from the Managing Editor's Desk

Because tabulations of results are taking more time than had been expected, the new survey in which housewives in 11 cities criticize packages will appear in issues beginning with February 15 instead of February 1. It will be of very special interest to food manufacturers.

* * *

Pacific Gas & Electric Co. has a soup-to-nuts plan for winning and retaining the cooperation of master plumbers—men whose good will can be a big factor in increasing sales on such items as gas water heaters. PG & E report, in fact, that between 60 and 70% of all the gas water heaters sold are placed through the plumber and his journeymen. With the help of a committee of plumbers, the 1940 campaign for heaters resulted in a 15% increase in sales for PG & E territory. Watch for a detailed article in an early issue.

* * *

Weather makes markets — and breaks markets. But better weather forecasting is helping business to cut the losses—and to capitalize the opportunities—which specific weather conditions bring about. In an early issue a SALES MANAGEMENT reporter presents: "See Who's Joined the Sales Department: The Weather Man!"

A. R. HAHN



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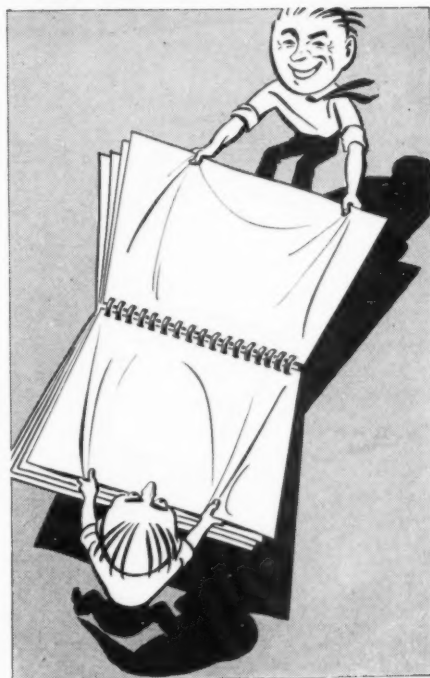
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THERE'S A SWING-O-RING LICENSEE IN YOUR AREA

ALABAMA—BIRMINGHAM
Roberts & Son, Inc.
ARKANSAS—LITTLE ROCK
Democrat Printing & Lithographing Co.
ARIZONA—PHOENIX
Arizona Trade Bindery
CALIFORNIA—LOS ANGELES
East Envelope and Leather
Products Co.
SACRAMENTO
Silvius and Schoenackel
SAN FRANCISCO
The T. J. Cardozo Co., Ltd.
COLORADO—DENVER
The W. H. Kistler Stationery Co.
CONNECTICUT—HARTFORD
Plimpton Manufacturing Company
NEW HAVEN
The Peck Bindery, Inc.
DIST. OF COLUMBIA—WASHINGTON
George A. Simonds and Company
GEORGIA—ATLANTA
The Stein Printing Co.
ILLINOIS—CHICAGO
Ellingsworth Mfg. Company
INDIANA—INDIANAPOLIS
C. T. Nankervis Company
IOWA—DES MOINES
L. W. Holley & Sons Co.
KANSAS—WICHITA
McMormick-Armstrong Co.
LOUISIANA—NEW ORLEANS
E. N. Upton Printing Co.
SHREVEPORT
Journal Printing Company
MARYLAND—BALTIMORE
Moore & Company, Inc.
MASSACHUSETTS—BOSTON
Thomas Groom & Company, Inc.
HOLYOKE
Kamket Corporation
SPRINGFIELD
Springfield Printing & Binding Co.
MAINE—PORTLAND
J. S. Wesley & Sons
MICHIGAN—DETROIT
The Burkhardt Company
MISSOURI—KANSAS CITY
Brent Printers
ST. LOUIS
National Cover and Mfg. Co., Inc.
NEBRASKA—LINCOLN
Woodruff Printing Company
OMAHA
Irvin A. Medlar Company
NEW JERSEY—CAMDEN
Cooks', Inc.
NEWARK
Brown & McEwan, Inc.
W. C. Horn Bro. & Co., Inc.
RUTHERFORD
The Garraway Company
NEW YORK—BEAVER FALLS
Beaverite Products, Inc.
NEW YORK
Brewer-Cantelmo Co., Inc.
McKenzie Service Inc.
Sloves Mechanical Binding Co.
ROCHESTER
Wm. F. Zahndt and Son
SAUGERTIES
Saugerties Manufacturing Co., Inc.
SYRACUSE
Ehrhard & Gilcher
NORTH CAROLINA—RALEIGH
Edwards and Broughton Company
OHIO—CINCINNATI
Charles F. Sternberg
CLEVELAND
The Forest City Bookbinding Co.
The Mueller Art Cover & Binding Co.
OKLAHOMA—OKLAHOMA CITY
Dewine Printing Company
PENNSYLVANIA
CLIFTON HEIGHTS (Adj. Phila.)
Buchan Loose Leaf Records Co., Inc.
PHILADELPHIA
National Publishing Company
Novelty Bookbinding Company
PITTSBURGH
E. A. Stewart Company
TENNESSEE—KINGSPORT
Kingsport Press, Inc.
MEMPHIS
N. C. Toof Company
NASHVILLE
McQuiddy Printing Company
TEXAS—DALLAS
American Beauty Cover Company
HOUSTON
The Cazell Co.
UTAH—SALT LAKE CITY
Stevens and Wallis, Inc.
VIRGINIA—RICHMOND
Everett Wadley Company, Inc.
WASHINGTON—SEATTLE
Johnson & Hornig, Inc.
WISCONSIN—MILWAUKEE
The Heinn Company
CANADA—TORONTO, 2
The Luckett Loose Leaf, Ltd.
ENGLAND—LONDON
Fisher Bookbinding Co., Ltd.
Pirie, Appleton and Co., Ltd.
HOLLAND—AMSTERDAM
Blikman and Sartorius, N. V.
SWEDEN—STOCKHOLM
Aktiebolaget F. Herzog and Soner
SWITZERLAND—BERNE
Alfred Weber A. G.



ANCHORED!



..... Every page in your
SWING-O-RING binder is held
fast! Extra page strength of
this loose-leaf binder makes
it a buy for you!

Swing it—shake it—pull it—and that page in your
SWING-O-RING loose-leaf binder won't pry loose.
It's anchored!

It's anchored with a multiplicity of rings—not three
nor seven—but *many* rings! Swing-O-Ring is the
modern binder that gives you *extraordinary page
strength plus smartness plus loose-leaf features!* There's
no other like it.

Get all the facts about Swing-O-Ring. Get the *ad-
vantages* of Swing-O-Ring. *This binder is protection*
for all your manuals, catalogs, portfolios! Write today!

Swing-O-Ring

THE MODERN LOOSE-LEAF MECHANICAL BINDING

SWING-O-RING, INC.

A division of The Fred Goat Co., Inc.
310 Dean Street



Precision Engineers... Established 1893
Brooklyn, N.Y.

Free Write us today
on your business letterhead
for Free Swing-O-Ring pocket
notebook. Also—your printer will
gladly supply a Swing-O-Ring
dummy for your next job.



NOW . . . about our advertising for 1941

350,000 women in the 29 North Jersey communities of the Newark market spend about a thousand dollars apiece in more than 15,000 retail stores . . . that's 85% of the sales in America's 10th retail market.

7 out of 10 of these women—and their families—make the Newark News their social, news and buying guide. That's the kind of coverage we NEED in this major market . . . more coverage than we can get with any other paper . . . more weekdays than all New York papers combined.

It's our baby for '41.


And remember . . . 22,000 more of these families are reading the Newark News this year, too. Let's stop 'em with "A" schedules in their favorite newspaper . . . it's a natural for increased sales at lower cost.



NEWARK

NEW JERSEY

O'MARA & ORMSBEE, Inc. General Advertising Representatives
New York • Chicago • Detroit • Los Angeles • San Francisco



CBS sweeps *all*
network “firsts”
in 1940

CBS audience

"The strongest 'all-day' schedule in network history"

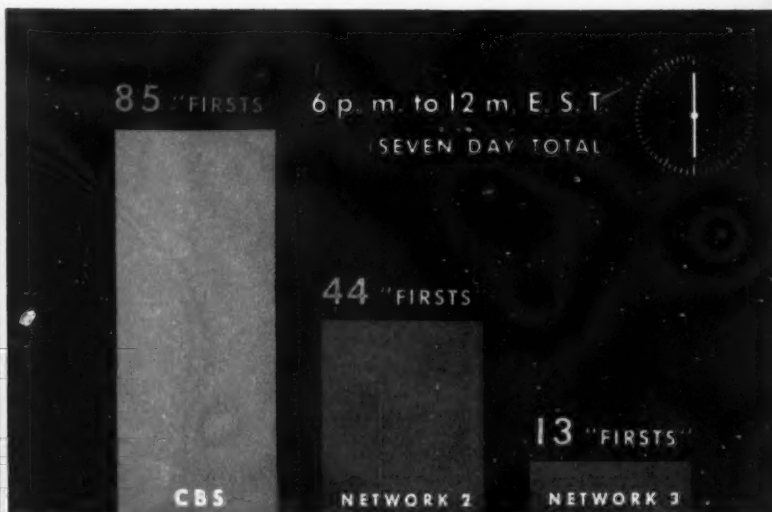
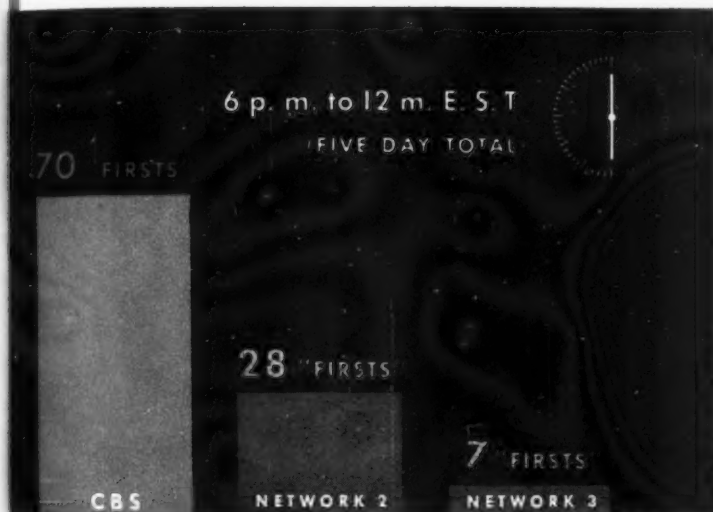
Regular CAB program ratings show CBS with *a consistently stronger schedule than any other network in all of 1940.*

The Columbia Network, against all competition, delivered the largest audiences to its clients, for more program-periods in the *entire* broadcasting day than *any* other network. Counting every rated sponsored quarter-hour on all networks in all of 1940, CBS averaged 161 "firsts" each week against all competition; the second network had 154; the third network, only 18 "firsts".

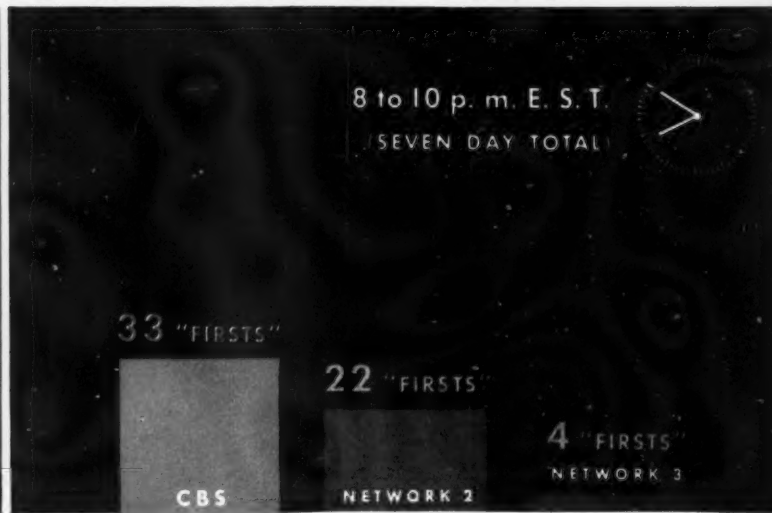
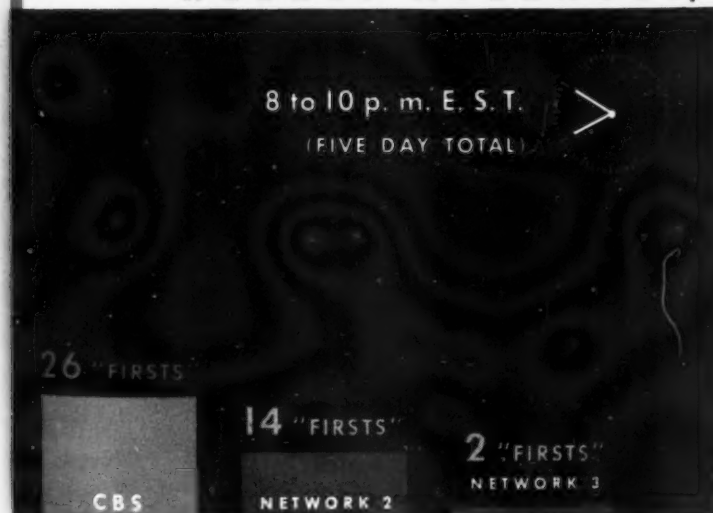
CBS leadership is most striking in "the major battleground of network competition"; in the tensely competitive *evening* hours. Whether you take the entire evening (6:00 p.m. to 12:00 m.) or just the heart of the evening (8:00 to 10:00 p.m.), *CBS wins more "firsts" than the second and third networks combined.* The exact evening score is shown in the charts, for all of 1940.

Leadership in 1940

"In the major battlegrounds of network competition" *



WEEKLY AVERAGES, 12 MONTHS OF 1940



These charts are based on CAB rated sponsored programs in 1940, and show the average number of quarter hours, each week of 1940, in which each network delivered the largest audience to clients against *all* other network competition.

6 p.m. to 12:00 midnight E.S.T. and 8:00 to 10:00 p.m. E.S.T. See facing page for score on *entire* broadcasting day.

and ➡

Advertisers invested
more money for CBS
facilities in 1940 than
for *any* other network
... more than was
ever before invested
in *any* network!

And in 1940, more of the 100
largest U.S. advertisers chose
CBS than any other network
... *for the 7th consecutive year!*



200,000 Products Grandpa Never Had

FOUL SMELLS and commotions—that, to most of us, is a good summary of the mystic fields of Chemistry and Physics. Their lingo—phenol, butyl alcohol, trinitrotoluol, isopropyl spirits—is something to use in cross-word puzzles.

We let the practitioners of the modern Black Arts cheerfully alone, knowing in due time that it will all make sense. The day invariably comes when we get a new radio tube, a new medicine, clothing of glass, hats made of milk, cold light, air-conditioned rooms—all the every day products which to grandfather would have been 200,000 miracles.*

The only tragedy is that we take so much for granted. We are all quite sure that our grandchildren will see 200,000 *more* miracles.

But that's not necessarily true. These miracles of the past and those of the future come from a happy combination of "foul smells and commotions" with a peculiarly American miracle—the American Free Enterprise System.

That system is what you see at work in what we call Business—the process of making more things for more people. Its base is freedom—freedom

to risk, to prosper, to win, to lose—but, whatever the cost, with freedom to venture.

Its negatives are regimentation, tight brakes on initiative, bureaucratic interference, imitation of foreign "isms."

The miracles of America don't come from the marble halls of the District of Columbia. They happen in the brains and spirits of free men working together.

When you hear men say we need more laws, more restrictions, more dictatorship, you are listening to men who have lost faith in America. They will stop the miracles to come, as their way of thinking would have stopped the 200,000 grandpa never saw.

So listen instead to those who want America to go ahead. Business is *for* more things for more people. So What Helps Business Helps Us All.

*Write for "The Case for Industrial Chemistry" enclosing 10 cents to cover costs.

This message is published by

NATION'S BUSINESS

It is the 46th of a series contributed toward a better understanding of the American system of free enterprise. If you'd like to express your views on the American Way why not write to your Congressman or Senator?



IT'S AN OLD ROMAN CUSTOM

Hanging on to four lines and getting somewhere fast is a time-honored custom that you might have thought went out of style when the horseless carriage came in.

As a matter of fact, the automobile (or at least mass production and modern industry) revived the custom . . . as FORTUNE's Marketing Service Department discovered recently when they asked FORTUNE subscribers to check the functions for which they were responsible in their companies, as well as those in which they had an important say.

1500 FORTUNE subscribers . . . Management men, whose business titles are President or Vice-President or Secretary-Treasurer . . . were queried. 595, or 40%, replied that they perform

a total of 2518 functions—an average of 4.2 per man!

These functions cover every side of business activity, from finance to research. They represent *the exact functions of Business itself.*

From the standpoint of the advertiser with a message to tell to Management, this demonstration of the "multiple control" of Management men is necessary information.

For Management today is a many-sided influence; it is the full co-ordination of the varied departments of modern Industry. And, just as there is no longer any one man whose voice is *all important*, there is no Management man whose voice is *unimportant* when a program or a product is on the table for Management discussion.

"But we have a difficult problem" . . . to advertisers who say this, FORTUNE replies that most successful campaigns addressed to Management have grown out of difficult problems . . . after one question has been answered:

"Where does Management read advertising with most interest?" . . . Recent figures obtained by FORTUNE's Marketing Service Department in its constant investigation into Management advertising problems show that:

85% of FORTUNE'S subscribers are officers, managers, directors, department heads, partners or owners of businesses . . . and *every* survey has shown that in FORTUNE the advertiser reaches Management more certainly, effectively and economically than in any other magazine.

Fortune

The MAGAZINE OF MANAGEMENT

85% OF FORTUNE'S 150,000 SUBSCRIBERS ARE MANAGEMENT MEN

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending January 15, 1941:

The Challenge to Sales Executives

THE YEAR AHEAD IN THE FIELD OF MARKETING will probably be the most momentous and the most interesting through which we have ever passed. Business is faced with a challenge such as it never had before. Goaded by the urgencies of defense, business must help the governments representing democracy to meet what Mr. Knudsen called "the terrible urgency," by supplying armament needs quickly and economically, while at the same time so managing the production and sale of non-defense items to the end that the nation's standard of living does not decline, and so that there will be prosperity for both producers and consumers.

We aren't going to see "business as usual." That's out during the emergency.

If business falls in with the defense program . . . as we believe it will . . . the attitude towards business by the President and by Congress during the coming year will contain less friction, suspicion and attack. But a specific business when called for "service" by the Government must be willing to sacrifice its own immediate selfish ends and must think and act first in terms of the nation's needs.



To business men who are inclined to think of the war abroad as none of our affair or who believe that *we* ought to give appeasement a trial, we recommend the reading of a recently published book written by an exiled Czech economist who is now teaching at Reed College in Oregon. The author is Dr. Frank Munk and the book is called "The Economics of Force." After reviewing the experience of appeasers in a dozen countries, he reaches the conclusion that *the continuance of free enterprise is possible only:*

"If business will cooperate with government wholeheartedly, unreservedly and to a large extent unselfishly. For several years the business of every democratic country has been, and now is even more, confronted with a choice of immediate large profits and ultimate expropriation by the government, in name or in fact, or smaller profits and the continuance of the system of private enterprise. *The voluntary response of business to the national emergency has in every country so far decided the fate of business.*"



Along the same line, Walter Lippman said the other day in the *New York Herald Tribune*:

"The true friends of the American business men today are those who will advise business men that their future depends upon their capacity to prove themselves indispensable to the national defense. For in this way alone, and not by making speeches about private enterprise, can they hope in an epoch when the business man is facing extinction everywhere else to make themselves fit to survive. This is a hard saying. But it is the truth, and only an unflinching regard for the truth can now serve any useful purpose."



And in that connection let's hand out orchids, as Winchell would put it, to Ralph E. Flanders, president of

the Jones and Lamson Machine Co., and president of the New England Council. In a statement in the current issue of the *New England News Letter*, he says, "The time has come for New England to go full out on the national program and on maximum aid to Great Britain . . . New England asks only 'What and how much is expected of us?' . . . In a few instances our manufacturers were loath to make products outside their regular line, and did not want to be bothered to make necessary changes in their equipment and operations. If these attitudes of mind still exist in any corner of New England, they must instantly be abandoned."

The great challenge to business men is the need for *simultaneously* doing what is expected of them in supplying defense needs, and expanding our production of civilian articles.

Are we courageous enough—and adaptable enough—to meet that challenge?

Dust Off New-Product File

IN MANY BUSINESSES 1941 will bring few if any headaches. To them the year will mean bigger demand as a result of more employment and more national income—but to many others lightning will strike as the result of priorities which will be applied as shortages develop in materials or machines needed for the production of defense items.

Every business has in its files plans for new products. This is a perfect time to get out those folders and dust them off. Instead of waiting until emergency orders result in the shutting off of supplies of raw materials now being used, why not anticipate that possible action by being ready with one or more alternatives in the form of making the old product with different materials or making some brand new products for which there is a consumer need and which can be made from materials not likely to be requisitioned for armament needs?

The consumer demand will exist for more goods than were produced in 1940 or any other year in our history. SALES MANAGEMENT's estimates of income and sales for 1940, completed only this week, put the nation's effective buying income at \$74,758,000,000 and retail sales at



\$45,790,000,000. These figures were exceeded in only one year of our national history—1929—when the price level was much higher.



Never has a new year opened with business at such high levels and with the outlook pointing to a continuation of that uptrend.

At Last We Top 1929

ON THE FRONT COVER of this issue we show, by courtesy of the *New York Times*, a graphic comparison of that newspaper's weekly business index for the years 1929 and 1940. Although the index may turn down sometime within the next few months, owing to seasonal adjustments, there is general accord that 1941 will bring all-time tops in the rate of industrial production.

It seems probable that a 50 billion dollar total retail sales volume will be reached this year.



Advertising and sales budgets for 1941 need a substantial revision upward.

And don't forget that it is possible for most corporations to buy advertising right now at 50 cents on the dollar while keeping in strict obedience to present tax laws. Generous appropriations for advertising not only will be justified on the ground of business prospects for 1941 but *may be the best method of cushioning the impact of a post-defense drop in business activity, when it comes.*

According to government records, the month of October, 1929, used to be the all-time high month for dollar volume of income disbursed, but the Commerce Department announced the other day that December, 1940, supplanted it as Number One month in national history.



Roger Babson has frequently pointed out that Bridgeport, Conn., because of the great variety of industries represented in its area, is the first major city in the country to show positive business trends—the first to feel a depression and the first to recover from it. Last week Mr. Babson pointed out that according to this barometer city there will be during the next few months the greatest swelling of industrial personnels in the history of the United States. Already Bridgeport employment totals have surpassed *all* preceding records.

"What's the Use?"

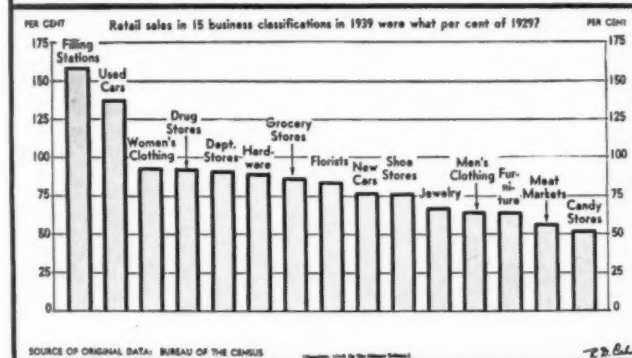
SUBSCRIBER BILL HOLLER, able sales manager of Chevrolet, in the current issue of his salesman's house organ, wishes the men a "courageous New Year" and then goes on to pay his respects to people we all seem to be meeting in increasing numbers these days—the men who have undergone the psychological operation of the '30's and have failed to recover from the ordeal and who seem to have had all the mental and moral spark plugs removed from their make-up by the grim events of those years. Today they are going around saying that the world is out of joint, that there is no power anywhere in the world capable of saving civilization from destruction, that the "new order" of things doesn't leave any of our cherished possessions, material or spiritual, worth fighting for—and they all end by throwing up their hands and saying "What's the use?"

Bill Holler then says, "What's the use of saying 'What's the use?' It isn't necessary to be callous or indifferent to the grim happenings in other parts of the world—or unmindful of the grave problems and necessities of our own—to reject the philosophy of those who chant 'What's the use?' as the rankest kind of personal, industrial and na-

tional defeatism . . . What pioneer standing on the border of a new land has ever got anywhere by surveying the trackless wilderness ahead of him and saying 'What's the use?' . . . What scientist has ever conducted a successful experiment—perfected any new formula—by looking idly at his test tubes and asking 'What's the use?' . . . What salesman has ever attained any high quotas—set any new selling record—by moaning about the many calls he will have to make, over-emphasizing the strength of competition and muttering, 'What's the use?'

"You and I know the answer to that one. We know there is no use whatever in asking 'What's the use?' and throwing up the sponge when the fight is just getting under way. We know there is all the use in the world in asking 'What's the job?' and measuring up to every task that comes along as we fight through until the victory is won. . . . All we can know with any degree of surety is that there will be new challenges to try our powers—new problems to tax our resourcefulness—new obstacles to test our courage—new opportunities to prove our abilities—and new rewards to compensate us for all our toil and trouble if we push resolutely on to our goal."

What Line of Business Has Stood Up Best Since 1929?



The Idea Corner

WILL YOUR COMPANY'S ANNUAL REPORT do a good *selling* job on workers and customers as well as on stockholders? The sales department in any company which issues an annual report should supervise and approve these annual messages.



Current local business statistical sources are particularly usable at the present time—and if you want to know what is available for several hundred cities, you should send to the Superintendent of Documents, Washington, D. C., enclosing 30 cents for a copy of "Sources of Regional and Local Current Business Statistics."



Many companies are asking about the propriety of the use of the flag of the United States in advertising and the laws and rulings governing the use of the flag. The National Better Business Bureau, Inc., Chrysler Bldg., New York City, has made inquiry of the various government agencies likely to exercise some control on the subject and has prepared a report which is available to you.



Subscriber Foster Parmalee of the Electric Hose and Rubber Co., Wilmington, has a good idea which he has forwarded to the President: That the official Thanksgiving Day be set on a *Monday*. Orderly business would be less upset, and workers would be assured of a *long* rest.



Wilson



Weicker



Freeland



Sharp

CHARLES E. WILSON, former acting president, has been elected president of General Motors Corp. He served with Westinghouse for ten years and in 1919 joined GM as chief engineer and s.m. of the auto division of Remy Electric Co. By 1928 he had risen to v.p. of GM. Eleven years later he became executive v.p. Last June he took over William S. Knudsen's post when the latter assumed his national defense duties.

LOWELL P. WEICKER succeeds Carleton H. Palmer as president of E. R. Squibb & Sons, N. Y. The latter is now board chairman. Mr. Weicker joined the company in 1928 as European manager. He succeeded his father, the late Theodore Weicker, as v.p. when the latter became board chairman five years ago. Mr. Palmer succeeded his father, Lowell M. Palmer, as president in 1915.

VALE E. FREELAND has been named supervisor of department and furniture store sales of the Westinghouse merchandise division, Mansfield, Ohio. He has been with Westinghouse for the past 15 years, and since 1935 has been major accounts supervisor for the central district. He will manage the Westinghouse exhibit at the Chicago Housewares and Major Appliance Show, January 5-10.

CARL J. SHARP, formerly vice-president, succeeds Frederick C. Gifford as director of sales of Acme Steel Co., Chicago. Mr. Gifford, with the company since 1918, has retired. Charles S. Traer, former v.p., succeeds Ralph H. Norton as president. Mr. Norton has become board chairman, succeeding James E. MacMurray, founder of the firm, who has retired after 50 years' service, though he continues as a director.

NEWS REEL



Hendon



Abbott



Hovde



Barnes

CLAUDE J. HENDON has been elected vice-president and general manager of Schick Shaver Service Corp., subsidiary of Schick Dry Shaver, Inc., Stamford, Conn. He was formerly v.p. in charge of sales and a director of Silex Co., Hartford. Before that he was with General Electric and Edison General Electric.

T. A. ABBOTT has been named sales manager of the meter division of General Electric Co., Schenectady, N. Y. Joining GE first in 1925, he served as instructor of electrical engineering at Yale for five years before rejoining the meter department. In '37 he became superintendent of the department.

DR. HOWARD T. HOVDE succeeds Dr. Donald R. G. Cowan as president of the American Marketing Association. Dr. Hovde, assistant professor of Marketing at the Wharton School of Finance and Commerce of the University of Pennsylvania since 1922, is a research associate of the Psychological Corp. and a member of advisory staff of the Institute of Public Relations.

VICTOR S. BARNES has been appointed general sales manager of Haskelite Corp., Chicago. Mr. Barnes, who joined the company in 1931, will co-ordinate sales of the company's moisture-resistant plywood and metal-faced plywood.

A basic change which dropped direct sales through dealers and embraced 100% jobber distribution was the keystone upon which this mid-west firm rebuilt its marketing plan. Herewith the story, told by the man who conceived and developed the program.

Policy Housecleaning Hoists Sales 275% for Decatur Pump Company

BURKS pumps have been on the market for more than 25 years. They are made by the Decatur Pump Co., of Decatur, Ill. Organized to manufacture this specific pump, the company has never made anything else. Under the guidance of A. W. Burks, engineer, inventor of the Burks Super Turbine pump, and president of the company, engineering has always been emphasized. Thus sales planning and organized sales effort have played second fiddle.

Every true merchandiser knows that the old "better mousetrap" theory is as full of holes as a Swiss cheese. It neglects in its entirety the most important point in the whole business of mousing. It forgets—*bait!*

Confident of the superiority of its pump, the company grew up—like Topsy-Turvy, or whatever the girl's name was—until 1935 dropped along and it was discovered that Decatur Pump Co. had been enjoying poor health for a matter of five years. Five years is a long time in the minds of stockholders, and it was agreed to do something about it.

Good Product, Poor Selling

What happened straightway and thereafter might be encouraging to stockholders in other lines of business. After the officers took the situation by the horns, business came back with surprising rapidity. In five years it was upped 275%, with profits in proportion, and they're looking for another boost of 33% or better this year.

When anything like that happens you can generally expect to find that it originates with a plan; usually a plan and a man. The man in this case is Bayard G. Duer, general sales manager, a salesman who started out the hard way—polishing door bells, selling washing machines, house-to-house.

Mr. Duer joined Mr. Burks late in 1935. He had been acting as a sales consultant in St. Louis for several years and went to Decatur to make a



We Put in a "BURKS" WATER SYSTEM

Now Our Family Has ALL the Conveniences of RUNNING WATER

Don't wait another day — find out all about BURKS Deep Well and Shallow Well Water Systems. See how you can have fresh water for drinking, running water for bath, laundry, yard and barn. Save time — save work — increase farm profits. BURKS Water Systems have Only One Moving Part. Are completely automatic — cost less to run. Free Book tells all. Write for it today.

BURKS Educator System for Deep Wells

DECATUR PUMP CO., 78 Elk St., DECATUR, ILL.

In 1940 Decatur used 35-line advertisements in 16 sectional farm magazines to "sell the need for and conveniences made possible by a water system." In 1941 there will be more frequent insertions—and in a list expanded to 32 magazines.

sales analysis for Decatur Pump Co., and, if possible, put his finger on the trouble. The board studied the report and hired him to put the proposed plan into effect.

His theory was that the organization was suffering from a sort of merchandising anemia or, as he put it, "a lack of applied sales fundamentals." If a jobber or dealer anywhere wanted a Burks pump, or a few pumps, he'd just order them from the factory—usually immediately before the date of delivery to his customer.

The pump business had always been seasonal. Sales came in peaks with valleys between. There seemed to be no way to measure advance sales accurately, establish production schedules, or judge future requirements. You just couldn't look ahead and count on what was coming. It meant insecurity.

Mr. Duer explains that the first two steps taken were:

1. Direct sales to dealers were withdrawn.
2. The new policy called for selling 100% through legitimate wholesalers.

The jobbers welcomed the change and were quick to cooperate. But cutting off many direct dealers was something of a shock. It was similar to starting with a new company from scratch. The company faced an immediate low volume of sales on the gamble that it could, in a period of time, increase its business and get order in its sales methods.

It immediately adopted a quantity discount schedule designed to reimburse the wholesalers who purchased in larger than ordinary quantities. This in effect slightly reduced the company's selling prices, which were and still are the highest in the industry, but induced the jobber to order and stock a better assortment of models and in larger volume. More, this divided the responsibility for carrying stocks between the factory and the jobber.

When this was accomplished, the sales and production curves had been synchronized, and had reduced to one the number of lean months. It meant a much steadier manufacturing program and a continuity of employment. Customers, management and employees benefitted.

Fattening the Lean Month

Next, what has become known as the Burks Mid-Winter Campaign was adopted. The object was to turn December, the one remaining lean month, into a producing period. The idea worked out well and now the Mid-Winter campaign is fixed. It starts on December 1 each year with stock orders taken in December for delivery in January on basis of April 1 billing.

What this really means is that the dealers are financed through the jobbers; that they stock a liberal supply of floor samples two or three months in advance of the time the retail selling season normally starts; that they are enabled to pull prospects into their stores and demonstrate Burks pumps and water systems during the Winter months of each year.

SALES MANAGEMENT

Through this system, without tying up their own funds in stocks, the dealers can close more sales earlier in the year. It means that the old system of working from a catalog has been outmoded. It's a great deal easier selling from the floor than it is from pictures. It gets both jobbers and dealers started early in the year promoting Burks pumps. To the factory it means peak production through November, December and January—months when, under the old system, production dropped at times to near the vanishing point.

One of the first orders under the new plan was action calling for a field survey. The sale of Burks pumps and water systems was strictly regional. Its field was limited and still is. Its area lies beyond the water lines of municipalities, a country business. Its pumps are powered with electricity or gasoline engines—mainly electric power. A severe handicap has been lack of larger sizes with which to develop the industrial market.

Neglected Markets Cultivated

The Federal Government has been extending electric power lines into rural communities in these last five years. That, of course, enlarged the Burks field. But at the same time, through works projects, city water lines have been extended into the rims of hundreds of small communities. That took away from Burks, so all was not exactly gain. This not only reduces the market but, what is worse, it throws many used pumps upon the market at give-away prices. Too, backward communities, regions inhabited by the have-nots, as always, were and are slow to respond. They could still get along with what they had, as they always have done.

The field survey revealed, among many things, that practically no business was being done by Burks south of the Mason & Dixon line. A promotional campaign was started to develop the South—establish jobbers and dealers. Today the company is enjoying about one-third of its business in this once-neglected section of the country.

Advertising was worked out along three lines: Trade journals; direct mail; advertising in farm papers.

Direct mail was instituted first. Jobbers were asked to supply the names of all desirable dealer prospects in their territories. Company salesmen, known as district managers, made contacts with jobbers, outlining carefully how other jobbers who were successful in developing a large and profitable business on the Burks line, were operating. They were told how to proceed and were assisted in devel-

oping more and better dealers. This method progressed, step by step, into all sections of the country.

In 1935, and before, the Decatur Pump Co. advertised in only a very few trade journals. Later, 3% of sales was set aside for advertising. In 1940, 35-line advertising was placed in 16 sectional farm magazines. The schedule for 1941 calls for more insertions per paper in 32 magazines with a total circulation of approximately 8,000,000.

In the beginning direct mail was confined to jobbers and dealers. By 1940, with consumer prospects added, mailings topped 300,000. Out of that grew what is now called the Burks Co-operative Dealer Campaign. To get the cooperation of the company in this direct consumer mail campaign the dealer is required to do an agreed amount of local newspaper advertising.



Based on an interview with

BAYARD G. DUER

Secretary and General Sales Manager, Decatur Pump Co., Decatur, Ill.

Bayard G. Duer grew up in Newton, Ia., famous as the home of the washing machine industry. He began his business life, as a door-to-door salesman for washing machines, advancing to factory representative in northwestern Iowa and northeastern Nebraska, and finally to district manager with headquarters in Grand Rapids, Mich.

With the advent of mechanical refrigeration, appliance salesmen flocked to it. Mr. Duer cast his lot with the ice industry and, with the Leonard Refrigerator Co., worked out a plan for the continued merchandising of ice refrigerators. A national merchandising campaign followed with Mr. Duer as chairman. This has been used by icemen everywhere. Its success is a matter of record.

Opening an office as sales consultant in St. Louis in 1931, he guided the destinies of a group of struggling manufacturers until 1935. That year he was retained to make a sales analysis for the Decatur Pump Co. and the following year became its general sales manager. Since then that company's sales have increased 275%, with profits in proportion.

The company supplies, without cost, prepared newspaper ads in mat form. Even the smallest dealer is required to run at least two of these. When he does this, he may supply the names of consumer prospects in his community to the company, and it will carry on with a direct mail campaign to each prospect.

Gaining strength, Burks now recommends that jobbers maintain a specialty pump man to train the jobber's organization in the art of selling dealers and to assist dealers in following the most productive methods of marketing pumps and water systems.

"Our greatest step forward came," says Mr. Duer, "when we proved to ourselves and our jobbers that we must all forget, to a considerable measure, that we are merely selling pumps. We are selling a plan. The dealer's job is to sell the need for and conveniences made possible by a water system. That done, the pump sales take care of themselves. The desire to sell water systems and acceptance of the recommended plan of procedure by the jobber is vital to the success of the whole plan. A desire on the part of the consumer to have running water, then the water system, is the key to the ultimate success of the entire program.

Hand-Picked Jobbers

"In developing our jobber set-up we knew from the start that if we were too ambitious we faced one great danger. If we moved too fast, and lacked caution, we might take on a lot of bad accounts. So we started selecting our jobbers with extreme care. Today they are so sound that 65% of them discount our invoices. We do not accept borderline accounts.

"Our direct mail promotion has steadily expanded. Today we have a list of more than 2,000 names of jobber employees, with their home addresses, and we keep informative material flowing to them steadily. This list doesn't stop with executives. It includes salesmen, stenographers, clerks, counter men and even truck drivers.

"We believe that it pays to have all these familiar with our line. They all have contacts with potential customers, and we believe that it is an advantage to keep our pumps in their minds—if for no other reason than that they all have friends and relatives who may buy if proper suggestions are made to them.

"This year, getting our feet more firmly planted on the ground, we are increasing the number of our district managers and are reducing the size of our sales districts. We think through this we will be able to give our jobbers better merchandising assistance and

maintain closer contact with them, thus contributing more to their progress with our line.

"On top of doubling our farm magazine advertising and working to increase our dealer advertising this year, we are supplying both jobbers and dealers with more direct mail and point-of-sale materials. These include the customary items—catalogs, circulars, broadsides, metal signs, etc. Our district managers, last year, put up 6,000 metal signs as they traveled through their territories.

"We believe particularly in promotional letters and lots of them. In 1940 we prepared 142 individual letters publicizing our jobbers and these were mailed to some 10,000 dealers. Our active and prospective dealer list contains more than 20,000 names. We write to them regularly inclosing information about our pumps and proved methods of merchandising pumps and water systems. We tell them especially about methods which have proved profitable to other dealers."

With a canny eye toward the future, Decatur Pump Co. keeps within its vision the colleges and agricultural schools of the nation. It has worked so well that more than half of the recognized agricultural schools of the country now have their agricultural departments equipped with Burks pumps. Thousands of agricultural engineering students are preparing themselves for a farm career. Many others will become farm managers or county farm agents. These, when in the future they think

of pumps, will think first of all of Burks pumps. That's building for the long pull.

The pump industry, according to government reports, has shown a gain of approximately 5% in 1940. Burks pumps, according to the company's records as of December 1, increased its sales 42% over 1939. Formerly it was considered good going if it shipped an order within two days of receipt. Today its rule is to ship all except special orders the day the order is received.

"We believe that the farm field is a vast and only partly explored market," says Mr. Duer. "We are building up and extending our sales force and are confident that good years lie ahead. But we are planning to erect no new buildings and to make no extensive manufacturing expansion. We know that difficult times always recur, and that every line of manufacture is invariably hit. We expect that some day we'll have to fight even harder to maintain our position. We are laying our defenses now.

"We keep repeating to ourselves that we must forget, to a considerable degree, that we are selling pumps. We must remember, and keep on remembering, that we are selling a plan of merchandising. We keep drilling into the minds of our own personnel and our jobbers this one thought:

"You are selling a merchandising plan. You are selling desires. Do that job well and pumps will keep going out."

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Trade Papers]

"Praise from Sir Hubert"

Barbers, you might expect, would be the last people to say a kind word for electric shavers. But the General Shaver division of Remington Rand, Inc., Bridgeport, has started a national magazine campaign built around endorsements of Remington shavers by barbers. Sales in '40 were 85% higher than in '39.

First of the series reproduces a statement about dry shaving by the head of Terminal Barber Shops which originally appeared in ten newspapers of N. Y., Chicago, Baltimore, Pittsburgh, Cincinnati and Detroit. Other ads will illustrate Remingtons in use in various barber shops. Over 16,000 barbers, the company says, now use electric de-whiskerers.

Every month through '41, with the possible exception of July, the series

will appear in *Collier's*, *Esquire*, *Life*, *Saturday Evening Post*, *Time*. Co-op newspaper space with dealers continues also. BBDO, N. Y. agency, is in charge.

Up for Westinghouse

Merchandising division of Westinghouse Electric & Mfg. Co., Mansfield, Ohio, will spend from 10 to 15% more in '41 than in '40 to advertise its appliances. Bulk of the appropriation will go, as usual, to refrigerators and ranges, but increased attention will be given to small appliances and plug-in air conditioners.

"All our refrigerator and range ads will use food as the attention-getter," says Roger H. Bolin, ad and sales promotion mgr. "Appetizing food requires color, and so we are using four-colors throughout in magazines, except

for some two-color half-pages in the rural field."

Refrigerator pictures-and-text will run in *American*, *American Home*, *Better Homes & Gardens*, *Collier's*, *Country Gentleman*, *Good Housekeeping*, *Household*, *Life*, *Saturday Evening Post*. Range ads are set for *Better Homes & Gardens*, *Country Gentleman*, *Household*, *McCall's S. E. P.*

"Mobilaires," plug-in air conditioners, will be publicized in *Fortune* and *Time*. Small appliance ads will run every month in *S. E. P.*, quarter-pages in b. & w. for irons and half-pages in two colors for roasters in the Spring and Fall.

Key city newspapers, 90 of them, will start copy when the magazine campaign breaks February 22. Newspapers will also introduce Westinghouse's "Laundromat," automatic washer, in key cities where distribution is obtained. As distribution expands, so will the ad program.

Two 16-mm. films on refrigerators and ranges, for sales training and consumer showings, "heavy" trade paper schedules, and assorted dealer and salesman aids round out the drive. Fuller & Smith & Ross, Cleveland agency, is in charge.

Squibb's Golden Treasury

E. R. Squibb & Sons, N. Y., is sponsoring the "Golden Treasury of Song" on 43 CBS stations in behalf of Squibb dental cream and toothpowder. The program of classical and semi-classical music is heard Mondays through Fridays from 3:15 to 3:30 p. m., EST. Seven of the stations carry it on Wednesdays only. Jan Peerce, tenor; David Ross, announcer-with-a-throb-in-his-voice, and Victor Bay, conductor, provide the entertainment.

Geyer, Cornell & Newell, N. Y. agency, provides the commercials.

Masonite Expands

Masonite Corp., Chicago, enlarges its ad budget 50% and for the first time will use full pages and color in national magazines to describe new industrial uses of Tempered Presdwood, Presdwood and Quartboard.

R. G. Wallace v.-p. and g.m., points out that Masonite hard board products are employed for automobile bodies, furniture, street cars, radios, toys and a host of other items. Purpose of the campaigns is to stimulate more Masonite industrial uses as well as building uses.

Additions to the magazine schedule include *Holland's*, *Household*, *Popular Mechanics*, *Popular Science Monthly*, *Saturday Evening Post*, *Time*. Retained are *American Builder*, *Amer-*

ican Home, Architectural Forum, Better Homes & Gardens.

Farm and poultry publications and a lengthy list of trade papers in building, industrial, construction, toy, novelty and other fields are included, too, according to N. W. Ayer & Son, Philadelphia agency in charge.



WHEN you drink Old Bushmills (affectionately known as "Old Bush"), you're drinking one of the world's great whiskeys—known and respected since 1784. In this superb 9-year-old whiskey you get the qualities so many people look for in Scotch—lightness of proof and delicate body, but without the peat smoke taste.

"Old Bush," imported from Northern Ireland, is not only delicious straight, but makes delicate and intriguing highballs and mixed drinks. Get acquainted with Old Bushmills today.

Send for free Old Bushmills recipe booklet. Address P. O. Box 12, Wall Street Station, New York City

NINE YEARS OLD

OLD BUSHMILLS
Light IRISH WHISKY
SINCE 1784 86 PROOF

USE OLD BUSHMILLS IN
Highballs • Cocktails • Sours • Straight
AND FOR THE WORLD'S FINEST
Old Fashioned

Copyright 1941, National Distillers Products Corp., New York, N. Y.

Northern Irish is really Scotch.

Scotch and Irish

National Distillers Products Corp., N. Y., continues a series of four-color pages in magazines for Old Angus Scotch whisky and adds two-thirds pages in two colors. Theme reiterates the slogan, "a noble Scotch, gentle as a lamb," and the benevolent Highland laird fondling a lamb—a trade-mark portrayed by Harold Anderson—is featured.

Magazines scheduled are: *Country Life*, *Elks*, *Esquire*, *Golf*, *Harper's*

JANUARY 15, 1941

Bazaar, *Newsweek*, *New Yorker*, *Social Spectator*, *Time*, *Town & Country*.

After a year's lapse, NDPC Old Bushmills Irish whisky, resumes national magazine copy with two-thirds and one-third pages in *Harper's Bazaar*, *Newsweek*, *Social Spectator*, *Time*.

"If you'd like Scotch without that distinctive peat smoke taste," copy advises "you're bound to like Old Bushmills, because it's made like Scotch except for the peat smoke taste."

Explains Lawrence Fertig, N. Y. agent for both products, "It is felt that many people drink Scotch because of its lightness and low proof rather than on the basis of taste preference. The process of distilling Old Bushmills is identical with Scotch except that the barley malt is dried over hot-coal fires rather than over smoking peat fires."

Shell Research

About March 15 Shell Oil Co., N. Y., will begin to tell in newspapers and magazines how constant research improves Shell products and leads to the manufacture from petroleum of glycerine, synthetic rubber and silk, munitions and many other things.

The newspaper budget has been doubled over last year, and color will be employed wherever available. Full color pages in magazines are also planned. Exact schedules have not yet been fixed.

J. Walter Thompson agency, N. Y., has the Shell account.

"Bulova Watch Time"

Bulova Watch Co., N. Y., continues to be a favorite account with radio stations. Last year the company increased its ad appropriation 25% to some \$2,000,000. This year the figure will be even larger.

Most of the sum goes to radio time signals, and co-op newspaper ads with dealers will probably be increased. The program is said to be "larger than that of any company in the jewelry business."

Salesmen at the annual convention were told that "year 'round advertising means year 'round sales." Last year, according to President John H. Ballard, the firm had record sales.

Biow Co., N. Y., is the agency.

Battle of Words

While England and Germany fight with bombs, America is using argument. The No Foreign War Committee, headed by Verne Marshall, ex-editor of the *Cedar Rapids, Ia., Gazette*, is using from 65 to 80 newspapers of 50 to 60 cities to urge that

we mind our own business and avoid entanglement in the European flypaper. C. Wendel Muench, Chicago agency, places copy, though Committee headquarters are in N. Y.

The Committee to Defend America by Aiding the Allies, formerly headed by William Allen White, continues its newspaper pleas to "Speed Up, America" and "Speak Up, America," to tell the new Congress that you demand action on . . . aid to Britain and her Allies." Three agencies prepare and place copy: Donahue & Coe, Jones & Brakeley, and Moser & Cotins, all of N. Y.

The America First Committee, headed by Gen. R. E. Wood, of Sears, Roebuck, works through BBDO, N. Y. agency.

Conditions change with every cable from abroad, but as of today it appears likely that all three of these committees—and possibly more, too—will continue to make glad the hearts of newspaper publishers.

Grocery for Films

"Get your films as your grocers," Standard Brands, Inc., N. Y., is advising newspaper readers of Birmingham, Boston, Buffalo, Cleveland, Richmond and Syracuse.

The advice is part of a one-month test campaign for its Stanbi film service, now available through about 10,000 stores in the East and South, and soon to be extended to the Middle West. Films are delivered by Standard Brands trucks to grocers. Consumers mail films direct to the company's headquarters and negatives and prints are mailed back to them.

McCann-Erickson, N. Y. agency, has charge of the test.

God a Code id de Nosed?

Slushy, stormy weather—while a tribulation to mortal suffering humanity—is highly profitable to the manufacturers of cold remedies and such.

Accordingly Lambert Pharmacal Co., St. Louis, is running three insertions weekly for the rest of this month in about 100 newspapers of 90 cities to inform readers that Listerine antiseptic is the stuff to knock out colds and sore throats. The list is somewhat larger than for a similar campaign last January.

Lambert & Feasley, N. Y., is the agency.

\$100 a Month for Life

Is what you can win by adding 25 words or less to the sentence, "I like Ivory soap because . . ." Or if you prefer, Procter & Gamble Co., Cincinnati, will pay you \$20,000 in a lump (Continued on page 73)



Dramatizing the Product with Trade Characters

The faces peering at you from these two pages are no more than examples of what advertisers can do, with the exercise of a little imagination, to identify their products effectively in the minds of consumers and dealers. Trade characters, these little figures are called, and they all play an important part in the promotion of the products they represent. Meet them, and see how they work for their sponsors.



1. Lingnasan Larry: That's the name of the character that recently went to work for Lingnasan, an anti-stain chemical for fresh-cut lumber put out by the Graselli Chemicals division of E. I. du Pont de Nemours & Co. With a body made of a Lignasan package and ball and socket joints which permit change of position as desired, Larry takes the role of a typical lumber yard foreman. His clothing is changed with the seasons. Featured at national and local lumber shows, Larry also appears in all business paper advertising for the product.

2. Nutty Nat: There may be some people who can smoke a dozen brands of cigarettes blindfolded and tell the name of each brand on the second puff, but National Screw and Manufacturing Co. would wager its reputation that few indeed could distinguish the brands in a handful of nuts and bolts. That's why Nutty Nat was created—to give distinction and individuality to the advertising of the company's product. Created by Fuller & Smith & Ross, Cleveland agency in charge of the account, Nutty Nat has become increasingly important to the National Screw selling story, appearing in all of the company's business paper advertising in such various roles as home run king, fisherman, and orchestra leader.

3. Miss Griffin: For years this wide-eyed little representative of Griffin shoe polish has "modeled" her way into Griffin's magazine advertising and dealer displays. She changes her clothes and sometimes her hair-do with each new campaign, but she is always the Griffin doll, reminding consumers of the product she stands for. Pictured below is Miss Griffin as she appears in a three-piece display unit, designed and lithographed by Einson-Freeman, Long Island City, N. Y.





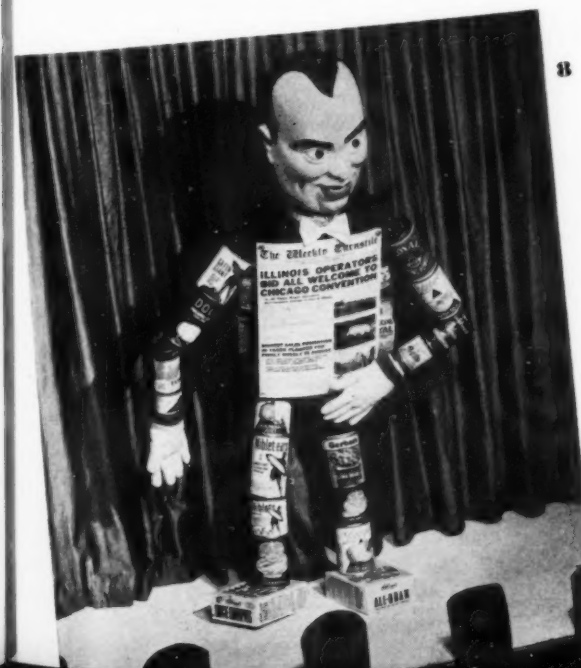
4. Jester: This good-natured little fellow recently has made his appearance in the advertising of Jests, antacid tablet for the relief of acid indigestion. Introductory color advertisements in Jests' magazine campaign show the Jester in various poses, made possible by the fact that he is a three-dimensional character with movable joints. The face of the figure is also displayed prominently on the Jests package design.

5. Mechanical Mandy: Mandy works for Blackstone Corp. to personalize the company's new automatic washer. Appearing in Blackstone national advertising, in window and floor displays (pictured) and in direct mail material, Mandy also is used by local dealers in newspaper ads, spot radio announcements, truck banners, etc. "The response of both dealers and the public to Mechanical Mandy has been highly satisfactory," reports Landsheft and Warman, Buffalo agency handling the account.

6. Activated Al: The advertising of Aluminum Ore Co.'s Activated Aluminum, the company's registered name for aluminum oxide which removes moisture from air liquids and refrigerant gases, would be pretty technical if it weren't for the bright appearance of Activated Al. Playing the roles of an ardent dry and excessive drinker, Al characterizes the product at trade shows, in business paper ads, etc. Fuller & Smith & Ross, Cleveland, conceived the idea for Al, whose hair came from an old fur coat. His head is of plastic wood, and his face and hands are covered with Activated Aluminum to identify him with the product.

7. Doc. Steelstrap: "The problem of presenting the story of Acme Steel Co.'s metal strap for packing boxes would be considerably more complicated were it not for the attention compelling value of a likable trade character such as Doc. Steelstrap," V. C. Hogren, ad manager of the company, reports. Doc. Steelstrap has been working for the company since 1933, appearing in all of its business paper advertising, direct mail material, catalogs. His body represents the metal strap product; his cuffs and shoes, the Acme trade stamp.

8. Mr. Turnstile: He's a dealer's man, created for use in Piggly Wiggly Corp.'s weekly house organ to put across current promotion ideas to operators. Modeled from a special type of clay, Mr. Turnstile's head and expression can be changed. His body has been conceived to represent the "Weekly Turnstile" and the grocers' shelves, his arms and legs formed from merchandise. Mr. Turnstile was introduced at Piggly Wiggly's annual convention in Chicago last August, after three days of calling for Mr. Turnstile in the convention room by page boys to arouse interest. On last report, Mr. Turnstile was "lost" in Chicago with two bathing beauties, Sadie, the brunette, and Alice, the blonde; but Piggly Wiggly hoped to have him back in time for new promotions to begin with the New Year.



7

Doc. Steelstrap
stops Profit Leaks
for all American Industries

By using the Acme Steelstrap Process many leading manufacturers avoid the hazards which frequently cut into profits against the perils of excessive shipping costs, damage, customer goodwill are eliminated. The modern packing and shipping processes developed in the Acme laboratory protect the user's design and production advantages, safeguard material and labor investments. Each shipment is "Bound to Get There" safely and economically. If there are profit leaks beyond your production time locate and eliminate them. There is no obligation. The illustrated booklet "Stopping Profit Leaks Beyond the Production Line" will be sent upon request. ACME STEEL COMPANY, 2853 Archer Avenue, Chicago, Illinois. Branches and Sales Offices in Principal Cities.

ACME Steelstrap PROCESS
For Making the Shipments of Every Industry "Bound to Get There" Economically

South-of-the-Equator Fashions: And the Man Who Started Them

Truman Bailey, a chap with Marco Polo leanings and a strong sales promotion sense, traveled 50,000 miles in South America and the South Seas in search of new product design ideas. He has put legions of women into togs which have that exotic foreign look.

BY ETNA M. KELLEY



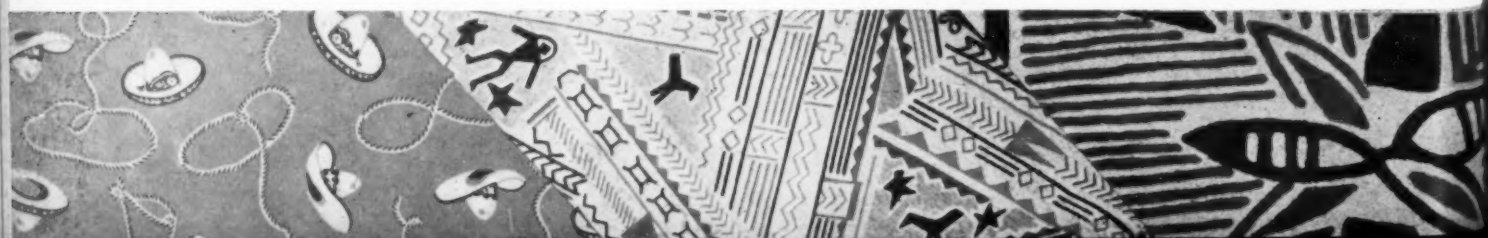
TRUMAN BAILEY dreamed a career for himself and made it come true. He wanted to travel to exotic regions, far from the beaten path of tourists, and *he wanted to be paid for it.* Within the last seven years he has made four such journeys, and as a result countless thousands of women have bought buttons, salad bowls, jewelry, perfumes, fabrics and fashions influenced by the ideas he brought back with him.

Mr. Bailey started his business life

in the newspaper field, working in the advertising art and promotional departments of the San Francisco *Examiner*. Later he was employed in the new business department of Knight-Counihan, San Francisco printing firm. While with the latter, he did some advertising styling for retailers, and this inspired him to seek the assignment of making a "craft survey" of the Pacific Basin for S. & G. Gump Co., dealers in decorative arts and fine Oriental antiques.

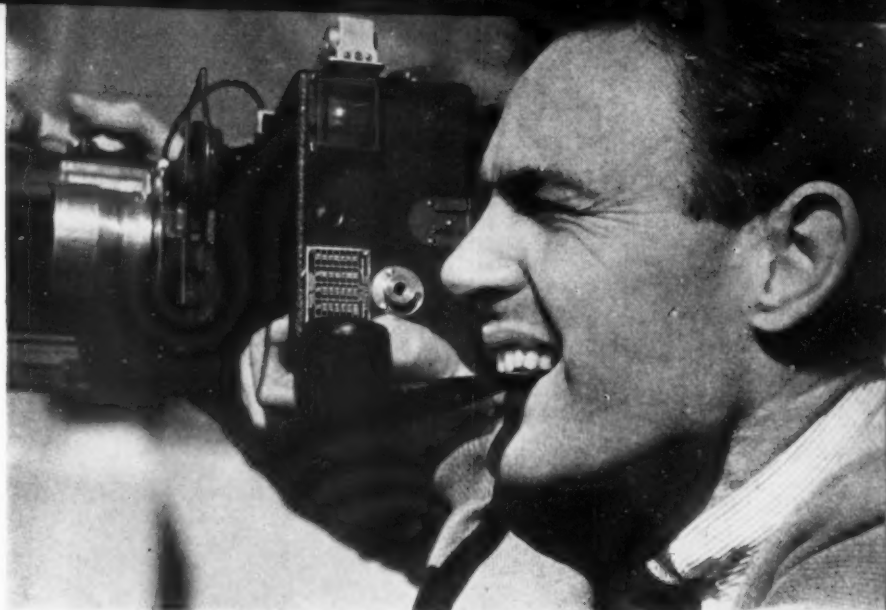
He set sail about seven years ago with the ambitious aim of making a "complete investigation of native crafts that might be re-styled for use in the United States." His understanding with his patrons was somewhat elastic—like that of the free-lance writer who is assured by a publisher. "We'll buy whatever you send us that fits our needs."

He found silver lacquer in Japan, white carved lacquer in China, table services of wood in the Samoan



Islands. He lectured three days to sarong-clad boys attending a Samoan trade school, urging that they use native designs carved in native woods, for buffet service, salad bowls, fish and flower services.

Upon his return to California, he sent back 175 designs to Samoa, for bowls, plates and spoons, to be made of native woods for the American market. He worked on package designs to be made of native woods, for native Hawaiian perfumes. To China he sent adaptations of native designs to be wrought in silver, filigree and cloisonné, in combination with semi-



And here's Truman Bailey himself—the chap whose feet just wouldn't stay home. His fine promotion sense told him there were potentially great product design ideas in Mexico, South America, and the South Seas. . . . "I collected costumes, flowers, colors, folklore, market scenes, foods, music . . . and photographed ancient ruins and fiestas."

1. Every characteristic native scene became the inspiration for some phase of one of Bailey's lavish style promotions. A whirling lasso and broad sombrero turned up in a print called "Rodeo Espanol," a swatch of which is shown at the lower left on the facing page.

2. The tattoo designs on the legs of this high chief of Pago Pago were utilized as a motif for a Lastex bathing suit fabric. (Swatch shown at center, lower left hand page.)

3. This beautiful shot of two señoritas became one of the theme pictures of the Fiesta del Sol promotion sponsored by so many leading department stores. Belts, sleeves, neckline, embroidery, skirts, were all adapted by U. S. manufacturers.

4. The blossom in this Polynesian girl's hair set a fashion for American girls. The design in her costume furnished ideas for a number of fabrics, one of which is shown at the right on the facing page, below.



precious stones, for costume jewelry.

Reviewing his 50,000-mile journey, he felt that the lands he had visited had most to offer not in the limited amount of handicrafts they could produce, but in their wealth and variety of motifs for design. The ancient culture of the people, their costumes, arts and crafts, even their foliage and the aspects of the sea, all offered motifs that might be utilized by American manufacturers, who are always seeking fresh inspiration.

To a group of San Francisco department store executives he proposed a second Polynesian venture, a trip to the South Seas to collect design source material for the women's apparel field, all of which would be produced by

American manufacturers. He proposed also to collect the publicity, advertising and window display material which would sell this "story" merchandise to the public. The store officials were enthusiastic, but told him it would be necessary to interest a sufficiently large number of stores to assure manufacturers of adequate markets for products made according to this plan.

Acting on their advice, he traveled to key cities and found ten sponsors, all important department stores, each of which advanced money to finance the expedition. In preparation he studied photography and worked for a while as a fashion photographer, to get the "feel" of his project. He hoped to

bring back a complete merchandising program, with colors, designs for fashions and fabrics, jewelry, and even buttons and trimmings; and, in addition, display material and advertising themes.

In other words, his sponsors should have not only the merchandise (in this instance, Summer fashions), but the glamour of the South Seas as well—a fashion application of "Sell the Sizzle instead of the Steak." Manufacturers who could turn out the merchandise were lined up, and it was decided that items should fit into the moderate-price range, dresses, for example, to retail at from \$10 to \$25.

The trip was a success. Mr. Bailey returned with thousands of photo-



The most dissatisfied men you ever met

The men in the Packaging Research Laboratory at Owens-Illinois are *never* satisfied.

They'll design a complete package for you—a container, closure, label, even the shipping carton. A good package... it will be practical for high-speed filling, economical to ship, powerful in sales appeal.

But will that satisfy them? No.

Following your package from your incoming-freight department into buyers' homes—they'll try to find *some* way to improve it.

That is why so many important developments in both glass and metal containers originate at

Owens-Illinois... for we work in both glass and metal, you know, the only organization that does.

By the Duraglas method, we have lightened the weight of many glass containers unbelievably—are working to make them still lighter. The finish and lithography on O-I metal containers seem perfect, but we keep trying to make them better. If research shows any way to improve our molded plastic or metal closures and shipping cartons, we'll adopt it.

This continuing specific study of *your* packaging problems is the plus you get from Owens-Illinois. Let's talk it over. Call our nearest branch office.

OWENS-ILLINOIS

Packaging Service

GLASS CONTAINERS • METAL CONTAINERS • CLOSURES • SHIPPING CARTONS

Owens-Illinois Glass Company, Toledo • Owens-Illinois Can Company, Toledo
Libbey Glass Company, Toledo • Owens-Illinois Pacific Coast Company, San Francisco

horseback and foot); and explains the purpose of the project as the desire to interpret the romance, charm, and life of the people in the countries visited, rather than to copy any set group of designs. The name, "Fiesta del Sol" (Festival of the Sun) was chosen because so much of the material was gathered at the frequent festivals held by our Southern neighbors. (Mr. Bailey made a practice of trying to buy clothes off the backs of the natives. They could not understand this. They liked their old clothes and would have preferred to sell new ones. But he also liked the old ones, with their soft, sun-faded colors.)

For each section visited, there are several pages of descriptive text, written in so interesting a style that the reader forgets he is being taught, in capsule form, the geography and history of the region. All this, of course, is background.

Copywriters' Idea Fount

The meat of the book is in the list of the names of colors, and their sources; and the names of motifs for textile designs, with their sources. This, of course, was of great value to department store artists and advertising writers, and to their display staffs. Basic colors were South American Red, Panagra Blue, Chimú Pottery, Colibri Yellow, and Mayan Jade. There were also ten supplementary colors. Thoughtful Mr. Bailey also told how these names should be pronounced, which must have bolstered the self-confidence of many a salesperson.

A typical excerpt: "Colibri Yellow (pronounced co-lee-bree yellow): Means humming-bird yellow, taken from the color of the tiny birds which were used so extensively for the feather capes of the ancient Aztec, Mayan, and Inca Indians." And, concerning a textile design—Animalitos: "From Mexico to Peru, the favorite motifs seen in all the hand-weavings of the Indians are tiny animals which they refer to affectionately as 'animalitos.'" Fabric patterns are listed according to brand names of manufacturers.

Next comes a list of the nine manufacturers making ready-made Fiesta del Sol clothes, the four making fabrics, and six making such accessories as hats, shoes, jewelry, buttons, buckles, belts, handbags. Dorothy Gray, who made make-up and nail polish for the promotion, was also included.

"The uses the stores made of this material excited my admiration," says Mr. Bailey. "Department store advertising artists and display people are highly creative, and they can do a lot

with the germ of an idea. I am constantly being impressed with their originality, as shown, for example, in the widely differing treatment given any one theme." (To his surprise, even the maps he had included for instruction were blown up for window background murals, with decorative twists.)

The fashion world being what it is, with every fellow eager to get the jump on the rest, he won't reveal

where material for his next project was collected; but it's a safe bet that by next Summer, U. S. women will be wearing colors and fashions from sources dug up somewhere or other and adapted by Truman Bailey. Meanwhile, he's at his New York headquarters working on a travel book that should be better than most, because his wanderings have been purposeful and have taken him far beyond the usual haunts of tourists.



De Long's sample kit has all items quickly available in logical groups.

More Interest, More Orders, If You Show Your Samples with Style

Soiled samples, carelessly tossed on a buyer's desk, symbolize sloppy manufacture, poor service and second-rate salesmanship—even when those indictments are undeserved.

BY CHARLES A. EMLEY

De Long Hook & Eye Co.,
Philadelphia

THE right kind of samples, properly used, are of inestimable help to a salesman, enabling him to demonstrate the quality features of his wares effectively, their attractive appearance, etc. The wrong kind, or the right kind used with no regard for their ability to help create sales, are, obviously, a sheer waste of money.

Because samples that are ideally adapted to one line of products may be wholly unsuited to another, every sales manager must determine for himself, by study, experience and experi-

ment, what kind are the right kind for his men. Nevertheless, certain fundamental factors should govern the preparation of *all* kinds of samples.

At De Long's our method of sampling for our own men and for wholesalers' salesmen is the outgrowth of many years of study and experiment. The De Long sample kit is a substantial, compartmented, leatherette folder, each compartment capable of holding a 4½ x 9½ inch card.

That for our own salesmen contains a sample card of each product, an illustration of the package and a

SALES MANAGEMENT

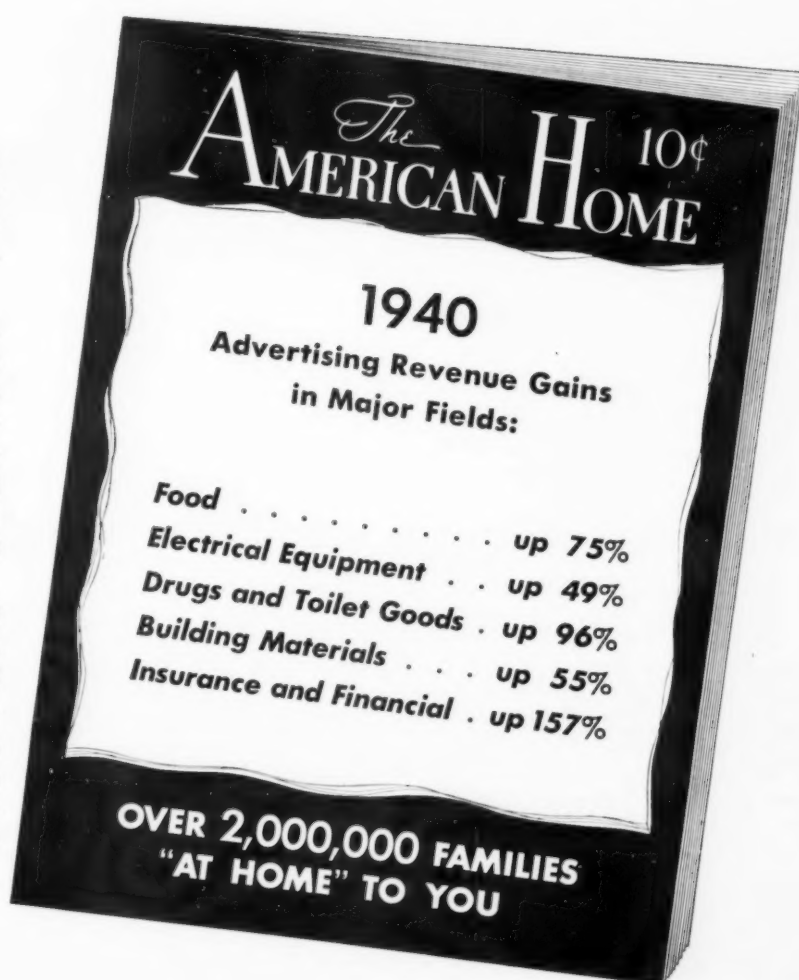
A MILLION-DOLLAR GAIN

In 1940, advertisers increased their investments in *The AMERICAN HOME* market by \$1,143,147—44% over 1939—as *The AMERICAN HOME* attains the heaviest concentration of suburban circulation of any major magazine!

Advertisers from every industrial field contributed to *The American Home's* total 1940 revenue of \$3,766,039, every issue showing gains over the corresponding issue in 1939.

The American Home's increase from 300,000 to over 2,000,000 circulation between 1933 and 1940 has been both a cause and an effect of the greatest population change revealed by the 1940 Census. Suburban population has increased twice as fast as the rest of the United States since 1930—now totals 6,500,000 families.

From this fastest growing market of Americans "at home," *The American Home* selects an interested audience of two million families with reasons to buy and ability to pay. A higher proportion have incomes over \$1,000 a year than any major magazine. Does your advertising and sales effort adequately cover America's able-to-buy families?





"I'm simply a vice-president—I'm not old enough to be in charge of anything!"



sample of the item is fastened onto the card. In addition, on each card is printed a brief explanation of the salient features of the product and information as to sizes, counts and packings.

The kit for wholesalers' salesmen contains sample cards of the products the wholesaler features and is equipped with extra compartments for cards for any articles he may add later.

Not only should samples be designed to afford the salesmen maximum help, but they should be so arranged in the kit that each one is quickly accessible. A salesman who fumbles through a cluttered-up, unorganized kit for a sample—and it is surprising how many do—not only tries the buyer's patience, but creates an unfavorable impression in the latter's mind toward himself and his firm.

In the De Long kit the sample cards are grouped by items so a salesman can turn almost instantly to any group, or to any number in a group, all numbers of bob pins being segregated in one section, the various brands of

safety pins in another, hooks and eyes in still another, etc. Besides providing easy accessibility, this arrangement eliminates the necessity of a salesman's showing the entire line to buyers who are prospective purchasers of only a few items.

It is not enough, however, to arrange samples properly in the kit. They should be kept neat and clean, soiled samples reflecting carelessness and slovenliness on the part of a salesman and his firm. De Long salesmen replace their samples several times a year. Moreover, periodically we write a letter to wholesalers suggesting that they permit us to replace any of their salesmen's samples that show wear.

A pertinent question that bobs up whenever samples are discussed is, how often should a salesman show his samples to a buyer? While the answer must depend largely upon the nature of a firm's products, generally speaking a salesman should show his samples as often as the opportunity presents itself.

Having shown samples to a buyer

once or twice, a salesman may assume—as many do—that the buyer is thoroughly familiar with his line and thus nothing could be gained by showing him samples again. This, patently, is a false assumption, for the average buyer cannot hope to remember in detail all, or even a few, of the host of items in the many sample lines he reviews every month. It is therefore well to show him samples often enough to keep the line and what it comprises fresh in his mind.

Another thing to remember is that a buyer who expresses only tepid interest in a line at the start of an interview may, upon looking over the salesman's samples, suddenly recall that his stock of one or more similar items will soon need to be replenished and, if the samples impress him favorably and the salesman tells his story convincingly, be persuaded to order.

De Long salesmen are repeatedly urged in bulletins and at the annual sales meetings to show samples again and again to prospects, and never to miss an opportunity to show buyers samples of articles they are not featuring.

Show Them with Pride

How can samples be shown to the best advantage? Each sales manager, of course, must seek his own answer to this question. One thing deserves to be emphasized, however: Samples should be shown with pride and enthusiasm, not perfunctorily as if they were of secondary importance.

It is a pleasure to watch one of De Long's star salesmen show his samples, especially to a buyer who at the start of the interview evinces small interest in the line. Arranging the samples on the buyer's desk, the salesman enthusiastically emphasizes the distinctive quality features and attractive appearance of each item, sprinkling his talk with such questions and remarks as, "Isn't that a superb finish on De Long bob pins? See how smooth and satiny it is," etc.

This same salesman begins interviews with new prospects by showing a sample of one item, instead of samples of the whole line. "This procedure," he declares, "focuses the prospect's attention, whereas if I were to spread out my whole line before him, thus scattering his attention, he might give it a cursory glance and buy nothing. What I try to do is 'whet his appetite' by effectively telling the story of one item, with the aid of a sample, knowing that if I succeed the buyer is almost sure to ask to see samples of other items. Then I'm off with him on a 'trip' through the whole line."

The little lady who's always there



We're sure that Mrs. Joseph Jasper Jonathan leads an active social life, what with her family and her clubs and the theatre and all. But it seems that every time we run into her, it's in the neighborhood grocery store and she's busily checking off a long and impressive shopping list.

We asked the grocer about it. His explanation goes something like this: "Mrs. Jonathan spends a lot of time here because she spends a lot of money here. You see, Mrs. Jonathan isn't just Mrs. Jonathan . . . she's lots of other women just like her, too. She's the typical housewife in New York's average and above-average income families. In fact, she's typical of housewives in 54% of the families that make up New York.

"We call these families the *Profit Half* of the New York market . . . because they buy from 60%

to 70% of the generally advertised grocery products sold here . . . and because they are the first to buy advertised goods, they are easier and more profitable to sell."

And in this *Profit Half alone*, The New York Times reaches 221,840 housewives on weekdays, 414,180 on Sundays—one of the biggest markets of women reached by any newspaper anywhere. Which, as the grocer can tell you, explains why advertising in The New York Times builds volume sales so profitably . . . and so surely.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

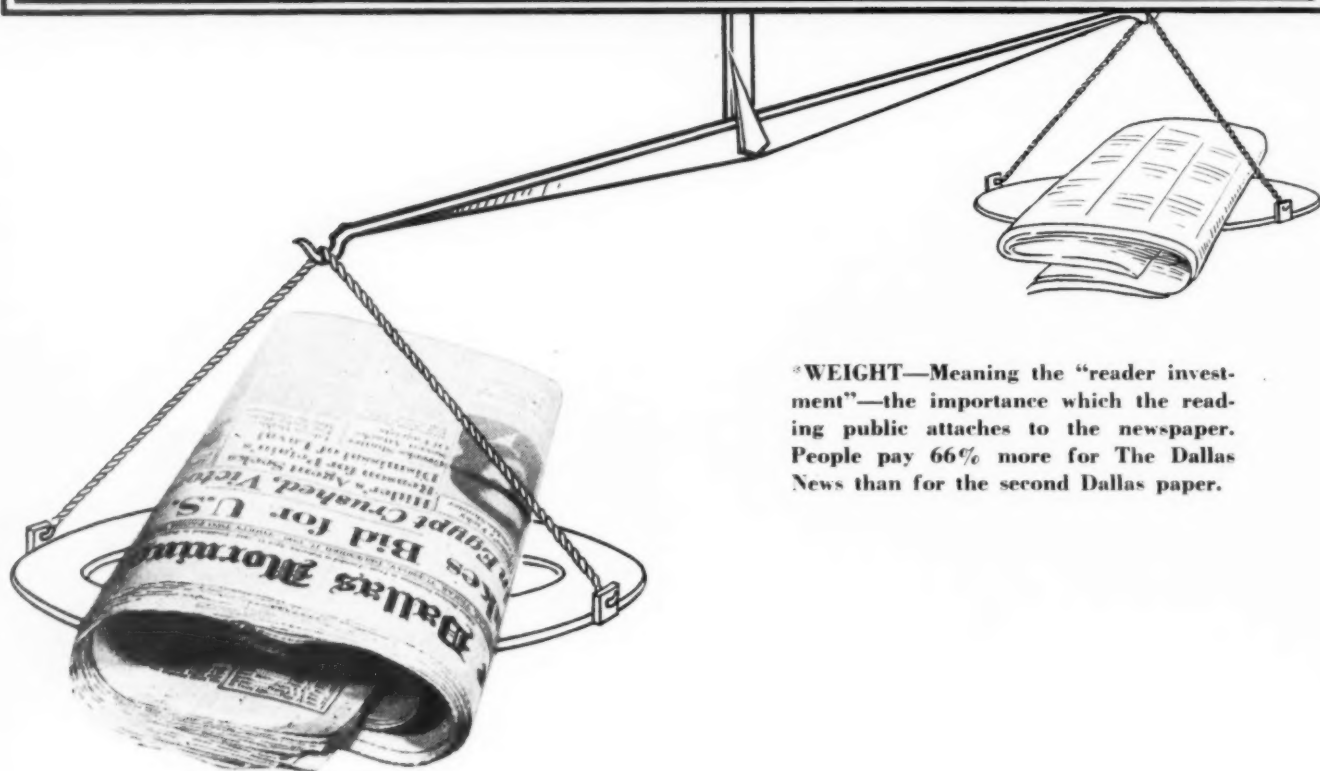
ADVERTISING OFFICES: CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES

Look
for

“WEIGHT”

* as the
Determining
Factor in

the Best Newspaper Buy!



*WEIGHT—Meaning the “reader investment”—the importance which the reading public attaches to the newspaper. People pay 66% more for The Dallas News than for the second Dallas paper.

The Dallas Morning News has the *largest* circulation . . .
in the *largest* market area . . . in the *largest* State.

Advertising gains in The Dallas Morning News during
1940 exceeded 800,000 lines—nearly three times the
gains of any other Dallas newspaper.

Sell the Readers of The News and

You Have Sold the Dallas Market

The Dallas Morning News

JOHN B. WOODWARD, INC., *Representatives*

Affiliates: The Texas Almanac and State Industrial Guide,

Radio Stations WFAA (50,000 Watts) and KGKO (5,000 Watts)

Shooting bullets into oil wells was what Lane-Wells had to sell. During the company's rapid growth, men had to be found who could master the technicalities and add sales ability. How they were found and trained makes a story of interest to every executive with a highly specialized service or product to sell.

A gun perforation truck carries a crew of two men, the operator who does the actual "shooting," and a helper to rig the gun on the derrick floor.



We Built a Sales Force Out of a Bunch of Rookie Mechanics

BY
M. E. MONTROSE
*General Sales Manager,
Lane-Wells Co.,
Los Angeles*

OUR business did not exist eight years ago. Now it has 30 branches in the United States and Canada and has grossed \$3,000,000 for the 12 months just ended.

Our company started with gun perforating, which has nothing to do with war, but is the penetration of oil well casing with bullets to tap shut-off reserves of oil. Oil men had long imagined such a procedure, and various attempts had been made to develop a method, but until 1929 there was no practical gun for the purpose.

Wilfred G. Lane had been a General Electric salesman, specializing in electrical equipment for oil wells, and Walter T. Wells had also been a salesman in municipal lighting equipment.

In 1929 they acquired ownership of a Los Angeles oil tool company that had been forced into bankruptcy. They looked around for something to manufacture, settled upon gun perforation, made a gun that did the work in the shop, and sought a customer in the oil industry who would allow them to try it on an oil well.

Not until 1932 did they find such a customer. Union Oil Co. allowed them to try their gun on a well that had gone dry. They fired 87 shots, brought in 40 barrels daily, and the well is still producing.

Those shots were heard around the oil world, and started a business that now keeps 60 service trucks and 250 men busy in the oil fields of this country, and which until the war, was extended into other oil-producing lands. Another 150 men are employed in engineering research and manufacturing new equipment and supplies for field service.

Messrs. Lane and Wells were undecided at first whether to sell their gun to oil producers, rent it, or render a service with it. The latter method was chosen, and Lane-Wells service trucks

are now on call for any oil producer in the country, responding almost as promptly as fire apparatus.

These trucks are manned by crews of two or more men, who must be technicians of considerable versatility; and they must also be salesmen capable of selling gun perforation and our other services to oil well owners in the territory they cover.

That prescription calls for a salesman who did not exist when the company expanded beyond the original sales efforts of Mr. Lane and Mr. Wells. And the type does not exist today outside our own organization. He had to be trained as our organization grew. The material from which he was developed had to be selected with care. And no matter how fast new men became qualified, the demand for service seemed to grow faster than the service personnel. Hence, our sales force has been made on the march, and is still being made.

Salesmanship begins with the product, so it will be well to explain what gun perforation is.

An oil well may be anywhere from a few hundred to 15,000 feet deep,

normally vertical, but frequently drilled off vertical to reach oil under rivers, lakes, buildings, etc. The well is lined with one or more steel pipes, the casing, with cement between the strings of casing and between the outside casing and the well bore.

On the way down the drillers usually strike oil at different levels and "case off" these zones, going deeper for heavier production. Later on, perhaps, years later, the bottom zone is exhausted, and then the owner of the well begins to think about those cased off zones. How can he tap them? By making holes in the casing. Until gun perforation was made practical, there were various methods, such as shooting with nitro-glycerine, ripping the casing, etc.—all hazardous because they might destroy the well.

The Lane-Wells perforating gun is a long steel cylinder, with cartridges in its sides. It is let down the well with a special electrical cable, under control as to depth in inches, and at the desired points bullets are fired into the casing by electricity from a control board in the service truck.

Accuracy Earns Success

With trained men and accurate knowledge of pay-sand locations obtained by our electrical logging and other services, there is no danger to the well, and a few hundred dollars spent in gun perforation often brings in new oil that will last for years. The first well shot by Lane and Wells in 1932 has probably produced 100,000 barrels since then, and to date we have gun perforated more than 27,000 wells. The first service trucks were operated in California under the personal supervision of the founders.

The problem of finding and training men loomed up when gun perforating attracted attention in oil fields outside California, especially in Texas, Oklahoma, Louisiana, Kansas, Illinois, New Mexico, the Rocky Mountain area, and the eastern states, which produce nearly five times as much oil as California and usually have about 15 times more drilling rigs in actual operation. These regions became the market for the services we have to offer for sale.

The first few months after I joined the L-W organization were not encouraging. Mid-Continent oil producers had heard about the service and would listen, but they were also skeptical. In California oil sands are sometimes hundreds of feet thick, but in the Mid-Continent they are sometimes only three feet thick, in a range of 5,000 to 10,000 feet.

Oil wells are owned singly by individuals and also corporately, in hun-



M. E. Montrose

Born and raised in Gloucester, Mass., Mr. Montrose began life by going to sea, then served an apprenticeship in machine tool and die making, and after that graduated in electrical engineering in his native state.

General Electric gave him its sales training course, and sent him to Texas as sales engineer for electric and steam railroad, central station and industrial equipment. Later he specialized in electrical equipment for oil fields, becoming manager of the G-E office at Shreveport.

A friendship with two other G-E salesmen, Bill Lane and Walt Wells, led the latter to ask him to join their young enterprise of gun perforation, and he was their first operator and salesman in the Mid-Continent oil fields. That was 1935, and he has been growing with the company ever since. He was made general sales manager in 1939.



dreds, by the major oil companies. When a job was landed there were opportunities to sell individual well owners who came to see the shooting, and in between, the city offices of the large companies could be visited.

At first we would often shoot an oil well one day in Kansas, driving 400 miles to the next day's job in Oklahoma. It was strenuous physical work in oil, mud, and grime, but still a romantic novelty. However, in a few months we had business coming in to such an extent that more specially-built service trucks were needed. Then the selling problem really began to take shape.

A gun perforation truck carries a crew of two men, the operator who does the actual shooting, and a helper to rig the gun on the derrick floor in order that it may be run down the well.

Our operators needed oil field experience, for each shooting job was different, and ignorance might ruin an investment of \$100,000 to \$1,000,000.

Electrical and mechanical knowledge

were needed; for example, the gun is lowered into a well by a multiple-conductor cable, the shots are fired electrically, and careful handling is necessary to protect the special cable against strains and injury. There may be 15,000 feet of it, representing a heavy investment in cable alone.

Our trucks are expensive, specially-built equipment, and must be driven off the highways into rough country, so automotive and driving skill are needed for such trucks weighing around 25,000 pounds.

With all this the operator had to have salesmanship, because oil well owners would come to see them work and would ask innumerable questions and raise doubts, and any hesitancy in giving technical information would cancel out mere general sales ability. We couldn't find the kind of men we wanted among the technical experts, the engineers, or geologists, because they lacked sales background. And we couldn't find them among salesmen experienced in other lines because they lacked the technical background and oil field experience. At that time I felt that no other business in the world ever had such a problem in sales personnel.

Training for Specialization

But today I realize that many other businesses have similar problems because they are highly specialized, as ours is, and also new, as ours was. The trend toward specialization in every kind of business is creating similar problems, and for that reason our experience should be helpful to others. What we finally did was to hire young men in Texas, selecting those with some technical experience, ability to mix with people, and with willingness to study and be taught.

Some of our recruits had electrical and mechanical experience, gained as garage, telephone, oil field, pipe line, and machine shop workers. Others were picked for personality, developed in clerking, selling, trouble shooting. Some recruits came from the cattle range, and were promising because of their keen country curiosity about how things work.

They all started as helpers on a truck, and along with the hard, dirty work of rigging the gun in the derrick they were given opportunities to learn about the gun, the loads, the cable, the control instruments, the truck, and the many different problems encountered in oil wells. Eventually, if he qualified, the new man was allowed to assist in the actual perforation, learning its application to many diversified conditions in wells. With experience

THE MARKET WITH

TWICE AS MANY CATTLE



► Sell the BIG MONEY farm market in 1941 — the 8 midwest states — now receiving better than ONE-THIRD of the entire national farm income.

MIDWEST FARM PAPERS



THE MIDWEST FARM PAPERS

CHICAGO: 6 N. Michigan

NEW YORK: 250 Park Ave.

DETROIT: New Center Bldg.

SAN FRANCISCO: Russ Bldg.

In these 8 states, the readers of Midwest Farm Papers own twice as many cattle as the readers of the average national farm paper. They own twice the tractors, twice the hogs, twice the automobiles.

► In fact, TWICE AS MANY farmers in this bumper market subscribe to their Midwest Farm Paper, as subscribe to the average national farm paper — and at almost twice the subscription price. You have DOUBLE the sales potential when you advertise in the Midwest Farm Papers, double the reader interest — a redoubled grip on America's No. 1 '41 farm market.

JANUARY 15, 1941

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his particular ability indicated whether he was best fitted for sales work, or truck operator, or supervision of territory and a group of trucks, with the necessary attendant personnel problems.

We also found capable recruits among technical men with engineering, geological, and oil field experience, some youngsters not so long out of college, and others along in the thirties and even the forties.

The technical man was well informed about oil field conditions and could answer an oil producer's questions in a way that commanded respect. But because the average technical man had never sold anything, it was hard for him to realize that the information he gave a well owner was worth money to that man; that if he based his technical answers on their money value and kept that point constantly in mind, together with his confidence, he would secure that oil operator's business.

Each Job a Problem

Every gun perforating job is different. No two sets of conditions are exactly alike. The solution of each problem calls for knowledge by the operator, and the company has a research laboratory in Los Angeles which is constantly studying new problems. In addition Lane-Wells has developed instruments that, let down in a well, give a record of the conditions from top to bottom and provide data for perforation. One of these, the Electrolog, is an electrical method of recording the changes in fluid content of formations below the surface through which the drill stem passes. Another is an assembly of plumb-bob, camera, compass, and electric-light. Lowered down a well it records its perpendicularity and direction from top to bottom on a strip of picture film.

Sometimes a Sherlock Holmes episode develops on a shooting job, as in a recent case where the well owner's figures of depth were 70 feet off compared with our instrument measurements. Our operator had no reason to doubt his instruments and conducted an investigation. It was found that the owner had measured with a steel tape, which had been twisted off, broken, and repaired minus 70 feet of its original length. The difference in figures meant the difference between a successful shooting job and a failure, or perforating into an oil sand instead of a water sand.

With so much to learn, in addition to skill in handling the instruments and guns, it might seem as though an operator had no time to sell. But all of this technical data is worth money

to oil producers; and, moreover, our day-by-day development of new knowledge and methods is live news to oil men. While an operator is learning he is also selling, by visualizing conditions in his territory where new developments may make it possible to produce more oil.

From these service unit operators we choose most of our field salesmen. Hardly one in ten of our men had sales experience before qualifying as a good producer of business with us. Here are some thumbnail biographies:

1. Born and raised on a Kansas farm; first paid job driving a wheat harvester, then oil well driller, electrical shop foreman. Four years with us, and a district superintendent.
2. Born in Tennessee, raised in Oklahoma and Texas, worked for an electric light company and in the oil fields. Three years with us, and an operator.
3. Born in Iowa; first job running an elevator, then work in the oil fields as roustabout, roughneck and derrickman; military academy graduate, ROTC and National Guard experience. A veteran with us; has a five-year service button. Now district superintendent.
4. Born in Oklahoma; first job in service department of a tire company, then helper in a gasoline plant, student engineer with an oil company, two years of ROTC. With us three years, in which time he has come up to assistant division sales manager.
5. Born and grew up in New Mexico; delivered papers, served apprenticeship as electrical machinist, electrician in the Navy during first World War, worked for oil and electric light companies. Four years with us, and a gun operator.

Technicians Turn Salesmen

Our viewpoint on that stubborn problem, making a salesman of a technician, may help other people towards a solution. Selling is not necessarily something foreign to a technical man, to be drilled into him as a new and different kind of ability, but amounts to helping him re-orient his technical knowledge to the selling angle.

The technical man's prospect is already interested and wants only to be convinced that the technical service is going to help him with his own problems. He wants to increase production, reduce costs, expand his market. The technical salesman seems to be able to help him. He has many ques-

tions he wants to ask, and he judges the salesman and the proposition on the latter's knowledge of his problems. Thus the technical man is really selling while he answers technical questions, and explains technical points. He needs, let us say, about 90% technical ability, with 10% of salesmanship—and he must remember to ask for the order.

One happy advantage with us is that our service operators never have to be urged to spend more time in the field, for they are in the field all of the time. Recently one gun perforating operator answered four telephone calls in one night and did that many shooting jobs before dawn.

Defense Program Launched

Until two years ago our field and sales organization was like the United States Army in peace time—widely scattered in units that could be managed by captains and colonels. But with growth we reached the point where generals were needed, to command larger units as is the case with the Army on a war footing. Mr. Lane and Mr. Wells had directed everything during the early period of rapid growth. Mr. Lane retired. Mr. Wells became chairman of the board, and an experienced oil company executive, Rodney S. Durkee, came in as president and brought about a new financial and management set-up.

Territories that had once been served with a single perforating truck had grown to important divisions, and sales districts needed selling executives able to stimulate general sales in their territories and capable of dealing with the large oil companies which have hundreds, often thousands, of oil wells.

We are proud that our organization is furnishing generals. Men who started as helpers and developed into operators and salesman have qualified as sales executives by thoroughly learning their territories and the sources of business in them. As Mr. Durkee put it, after a recent field trip, "I like an organization where the spirit bubbles up from the bottom, rather than trickling down from the top, and this is just what we found."

In the last four and one-half years Lane-Wells has gun perforated nine times as many oil wells as in the previous four years.

Each of our salesmen, from the newest recruit to the top, knows that back of his own experience stands the combined experience and training of men like himself who pride themselves in tackling and solving the toughest oil well problems which involve gun perforating practice.

BOMBS OVER BAKER STREET



BUT NONE THAT HAS HIS NUMBER



In shattered glass and crumbled stone lies Baker Street. Only little flames pick out its hanging stairs and splintered doors and broken windows.

But wait! Behind the heavy curtains the gas still burns at Number 221B. The sea-coal fire is laid on the hearth. The shag tobacco fills the Morocco slipper. The pillows are piled on the floor.

And there sits Sherlock Holmes. With sinister cheerfulness he bids the faithful Watson get his hat and stick and come along. Another problem is nearly solved. Another intriguing adventure lurks around the corner.

● As long as fiction shall guard the flame of adventure, shall Holmes and Watson stir the heart. They live forever in that glorious company that never dies, with Cyrano, Long John, Tom Sawyer. Banish them, destroy them?

Never! No man's power may blast from the minds of men the memory of the heroes of great fiction.

Ageless...since the first man told the first child a story; timeless...as today's fathers tell tales to today's children;—the love of fiction is born in childhood, and reaches its peak in maturity.

Fiction's power to stir desires, to arouse emotion, is now well known. Poll after poll has shown how magazine readers place fiction as their first reading requirement.

● But less understood, and used, is the unique ability of definite kinds of fiction to select, from a broad land of readers, a specific group whose value to advertisers may be assayed.

Cosmopolitan's fiction, long appreciated for its quality, has the further practical talent of attracting and holding the close attention of young urban men and women...the greatest buyers of all manner of goods.

Nearly 1,850,000 of these fiction-loving families come back to Cosmopolitan every month. Their spendable income of \$5,500,000,000* is yours...when you project your advertising against the background of Cosmopolitan's great fiction.

*Enough to buy the nation's greatest harvest...the corn crop...four times over.

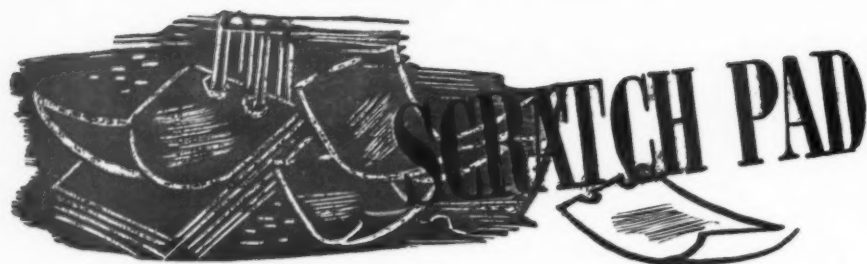
Cosmopolitan

*"Greater today than
yesterday..."*

*Greater tomorrow
than today"*

JANUARY 15, 1941

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SKETCH PAD

I am beginning this page in Atlantic City, N. J., in the dead of Winter and, generally speaking, I do mean "dead."

* * *

The famous boardwalk that is packed solid in Summer with shuffling humanity is almost as bare as the beach below. Poster "spectaculars" blink bravely for the benefit of a handful of us who try to walk into the teeth of a 50-mile wind.

* * *

The beach-front movies are great, barren barns that need filling, although the in-town houses seem to be doing okay, thanks to the permanent population, as distinguished from the strictly transient trade on the ocean's rim.

* * *

Taffy machines click monotonously, knowing that the week-end tourists will bring up the average considerably. There are several claimants, but it was never finally decided which brand was the "original" salt-water taffy.

* * *

On a cold, dark night, there are few sights more dismal than a Summer hotel that has been closed until next season. The wide porches seem to hum with ghostly gossip, and you picture Mrs. Green telling a Summer boarder what a bum her Bennie is, although he means good.

* * *

Atlantic City is the kind of place you like or you don't. Some of us have been coming here for more years than we would like to add up. We tell you, and mean it, that there's a tonic something in the salt-sea air you won't find anywhere else. The beach-front hotels are strictly first-class, and the combination of food, air, sun, and rest is calculated to make a new man of you.

* * *

The FTC is reported to have cracked down on Blue Jay corn-plaster copy. The Commission will have its hands full if it goes after corny copy in general.

* * *

"Lily Pons Becomes American Citizen."—Headline. And a most becoming citizen she will become. In the opinion of this department, we have had no finer coloratura soprano since Galli-Curci. When she hits a high note, it's right on the button, with the

clarity of a bell and the true, undeviating pitch of a tuning-fork. Welcome to America, Mrs. Kostelanetz!

* * *

American-born Lady Astor told the Eagle Squadron of American Volunteers in the R. A. F. that "thousands of young Americans are longing to get into this war." I fear Nancy was in-

dulging in a bit of wishful thinking.

No young man in his right mind is "longing" to get into this or any war. If and when he goes to war (and isolationist Senator Hiram Johnson thinks he will), it will be grim, distasteful business and nothing that could be called a response to "longing" by any stretch of the imagination.

* * *

Last month in New York, I listened to an advertising-agency man run through a series of charts designed to show what makes advertising tick. Some day, a magic formula *may* be found for sales and advertising, but I hope I never live to see it.

* * *

Those of us who snore are never

Five Fingers

The

Progressive Farmer

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"

SALES MANAGEMENT

quite willing to believe it, much less admit it. Wouldn't it be fun to have an E. T. made of our stertorous breathing and have it played back to us? "This is George," the little woman could tell a roomful of guests. "Wait till he hits that knot!" We might become as popular with our real-life act as the late Bob Wildhack was with his professional snores and sneezes.

It was heartening to receive Christmas cards from England. I should think that even Der Fuehrer would have to admire their guts.

Neither our word "elevator" nor its British equivalent "lift" ever seemed adequate for the car that carries us

both up and down in a vertical shaft. How about "verticar"? Let's have a show of hands. If enough of us like it, we'll start plugging it all over the lot.

Old Quaker Whiskey has been making timely tie-ins with the pleasures of life by means of pictures and short, breezy copy. "You don't need a million" to enjoy the rich, mellow smoothness of O. Q.—but if you had a million, you couldn't buy a richer, finer whiskey and so on.

Good headline by *Parents' Magazine*: "A message to men who have never been mothers!"

Rector of St. James's in Philadelphia is the Rev. Benjamin R. Priest!

"In 'Forty-One, It's Fortitude!" says Boyertown Casket. Wesley M. Ecoff at bat.

The ever-inventive Western Union now sells stamp-books, good for cash in the purchase of various WU services.

Slogan for Jests: "It's silly to suffer!"

Some fragment of memory tells me I once referred to the *Satevepost* as "An American Institution" in a letter or in the column or somewhere. Even if it was two other fellows, I'm glad to see the line used.

Christmas Graft Dept. Thanks to Paul S. Weiner of Chicago Curled Hair for the writing-case he sent me. Thanks also to WFBR, Baltimore, for the rich leather wallet, richer, by the way, than its present owner. Thanks, too, to Frank Wolstencroft, ad mgr. of Esterbrook Pen, for the fine pen-and-pencil set.

The printer done me wrong in the December 15 issue in three places, worst of which was the line: "A laundry is no stronger than its weakest Chink," which came out: "A laundry-man, etc."

"Stokowski Accepts Fee Cut for Ten Concerts Next Fall."—Headline. Most of us who work for a living know how you feel, Stoky.

There's a wheeze somewhere which revolves around the "Axis" and "Greece," if anybody wants to whip it up.

V. R. Miller, Ch. of the Bd., Nutrena Mills, Kansas City, sends a tear-sheet from the *Financial World* containing the news that "Another abdominal supporter which is supposed to go far in reducing large corporations will be offered by Blair Corset Co. under the fetching title of 'Hi-Jac.'" Mr. Miller says: "The average business-man feels that his income has been hi-jacked by new taxes; therefore, it will not be necessary to market another abdominal supporter for the reducing of large corporations." V. R., you are Very Right.

"A sales-organization without plans is as vulnerable as an army without tactics," says the monthly review put out by the *Dallas Morning News*. Is there a sales-manager in the house?

T. HARRY THOMPSON

Five Pulses

NATURE has divided Southern Agriculture into five primary regions, each with its own peculiar soil, crop, and livestock problems.

The Progressive Farmer serves each of these regions . . . the five pulses of southern agriculture . . . in an intimate and homelike way through its five separate and localized editions.

It takes a competent and strategically located editorial organization to keep five fingers on the five pulses" . . . and the overwhelming preference for Progressive Farmer among nearly a million leading rural families of the South testifies to the effectiveness of this unique editorial set-up.



ive

BIRMINGHAM
RALEIGH
MEMPHIS
DALLAS



This is WEEI's market-maker!

Big as Boston is, WEEI's "Boston" is bigger... *much* bigger. For the compelling voice of WEEI-CBS programming, focused by *directional* antennae, has welded Metropolitan Boston and an equally rich and salesworthy "outside" area into one unified market. Here in WEEI-land the multiple needs of nearly 1,000,000 New England families provide a market for the product of every advertiser.

WEEI • BOSTON

Operated by CBS. Represented by Radio Sales: New York, Chicago, Detroit, St. Louis, Charlotte, Los Angeles, San Francisco



Marketing PICTOGRAPHS

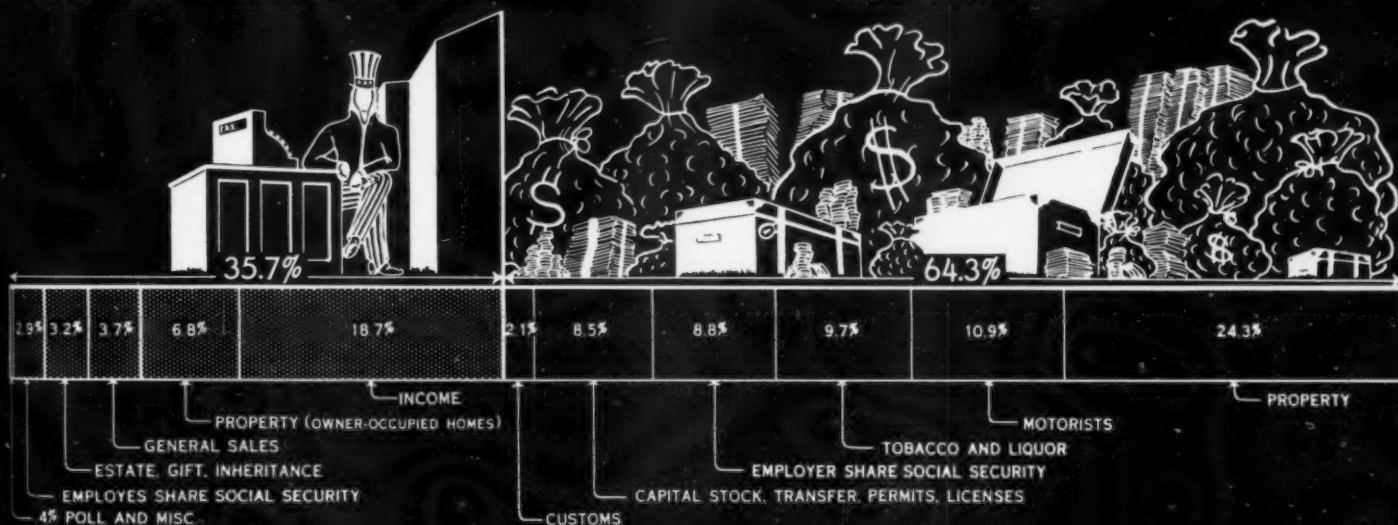
Planned by Philip Salisbury,
Executive Editor, and designed
by The Chartmakers, Inc.

THE LOWDOWN ON THE TAX LOAD

We the people paid in 1940 the tax collectors (Federal, state, local) the sum of 15.15 billions of dollars, or one-fifth of our national income. We paid nearly two-thirds of the tax (64.3%) in the prices of the products and services we bought. These hidden taxes, which are necessarily included in selling prices, account for 18 cents of the average sales dollar.

DIRECTLY COLLECTED TAXES

HIDDEN TAXES

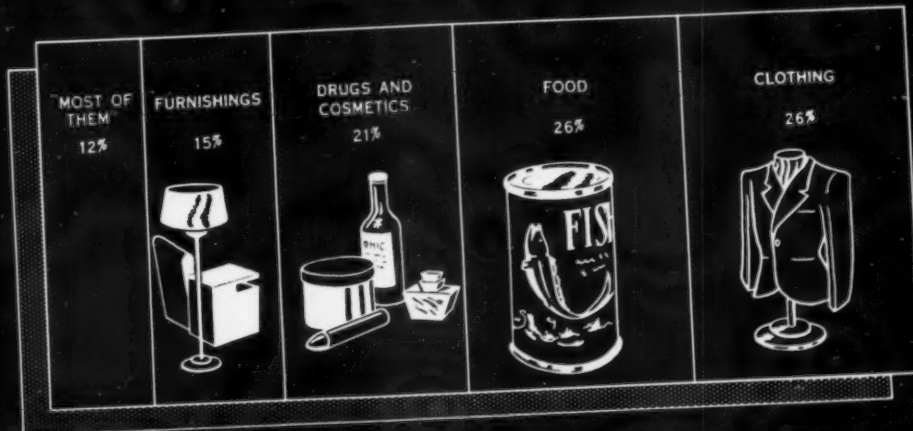


PICTOGRAPH BY
Sales Management

Source: Study by Northwestern National Life Insurance Company, Minneapolis, October, 1940

"LABELS CARRY TOO MUCH ADVERTISING"

Mrs. Consumer is demanding "informative labeling." In a recent survey 1600 typical consumers were asked, "What labels (in the fields of food, clothing, drugs and cosmetics, and furnishings) carry too much advertising - and too little information?" Out of every 100 mentions the division was as follows:

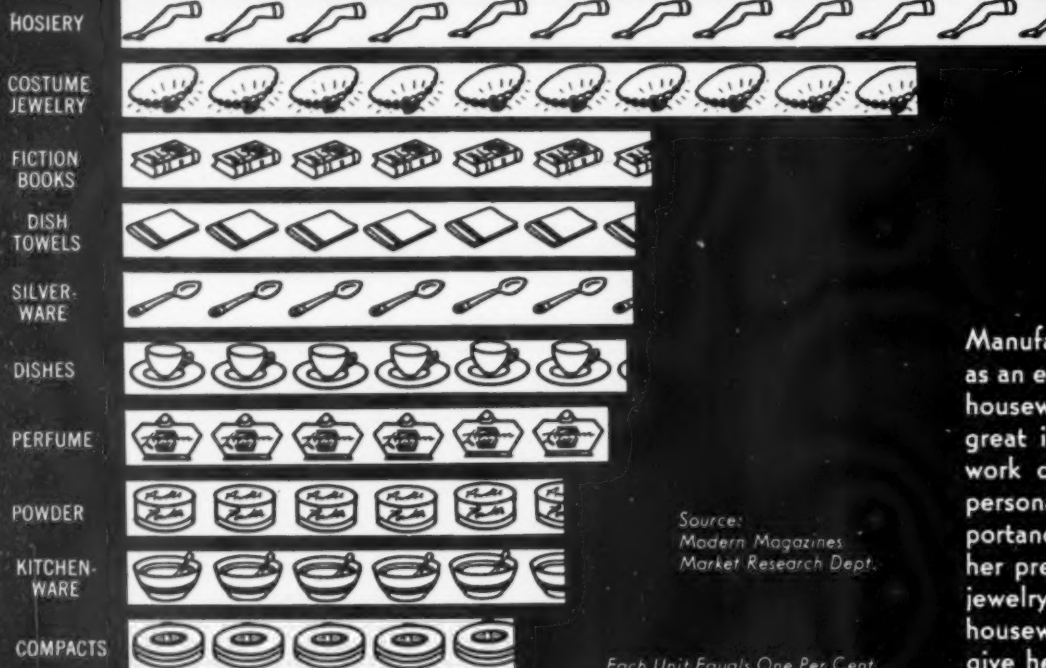


PICTOGRAPH BY
Sales Management

Source: Crump Smith

LOOKING FOR THE YOUNG HOUSEWIFE MARKET?

Premium Preferences of Young Women



Source:
Modern Magazines
Market Research Dept.

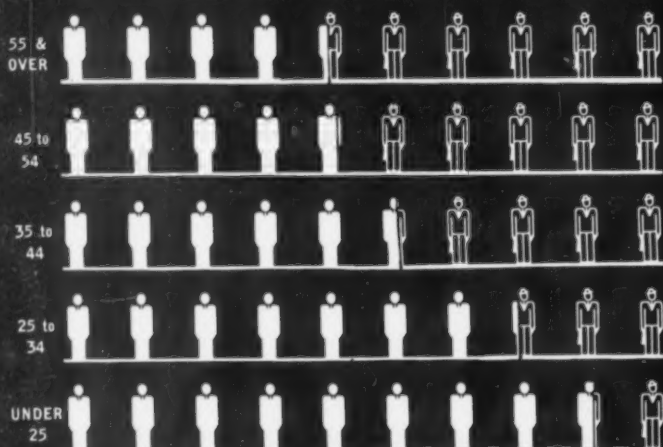
Each Unit Equals One Per Cent



Manufacturers who believe in premiums as an entrée into the home of the young housewife will find the adjacent chart of great interest. In spite of the pressing work of the newly created household, personal appearance is still of prime importance to the young woman. Hence her preference for hosiery and costume jewelry. If you plan to woo the young housewife through the use of premiums, give her what she wants.

YOUNG HUSBANDS DOMINATE THE "MIDDLE CLASS"

Per Cent Distribution of Occupational Classes by Age Groups



Source: U. S. Dept. of Agriculture
Misc. Publication No. 375

Middle Class
Wage Earners
Clerical Workers

Each Unit Equals Ten Per Cent

Business and
Professional

This regional study, based on the U. S. "Survey of Consumer Purchases" illustrates that the male head of the wage-earner and clerical-worker family bulks largest in the younger age brackets. Progressive advertisers will direct their message to these young families who, because of the short training period, reach their earnings peak early in life.

SCREEN AND ROMANCE MAGAZINES REACH THESE YOUNG "MIDDLE CLASS" FAMILIES

Per Cent Distribution of Women Readers by Age Groups



Each Unit Equals Six Per Cent

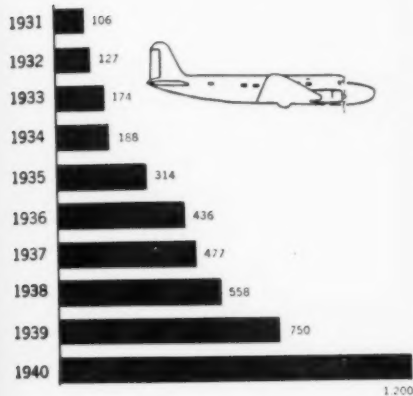
Young families have different wants; young families also have different reading habits. The screen and romance magazines, as exemplified by Modern Magazines, focus their editorial content at the young audience and as a result furnish the advertiser tailor-made coverage of this profitable market. Modern Magazines (Modern Screen, Screen Romances, Modern Romances), 149 Madison Avenue, New York.

INDUSTRY'S VICTORY BRIGADE

Many industries do not look back to the "good old days" of the late twenties, for to them these are the big days. Here is a ten-year growth record of 9 of these fortunate industries, each one of which not only grew during the decade, but is well ahead of 1929 (the lowest 56% ahead, the highest 1328% ahead.)

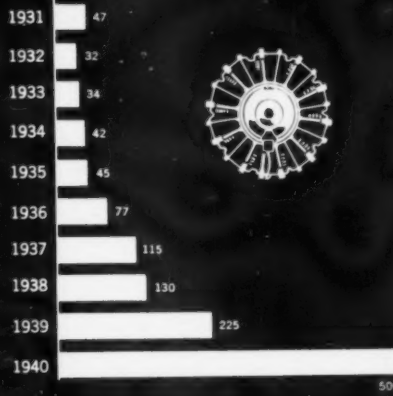
AVIATION TRANSPORTATION

Millions of Passenger Miles



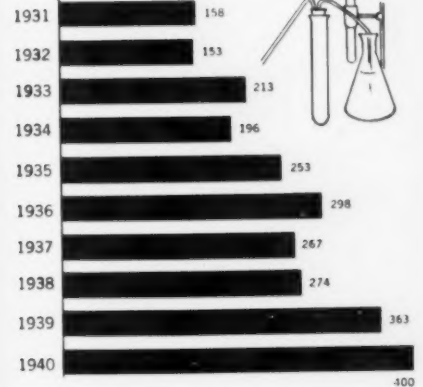
AVIATION MANUFACTURING

Millions of Dollars



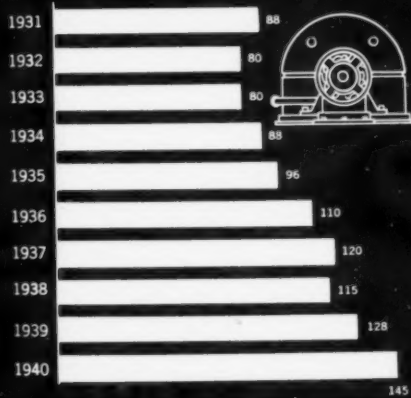
RAYON MANUFACTURING

Millions of Pounds



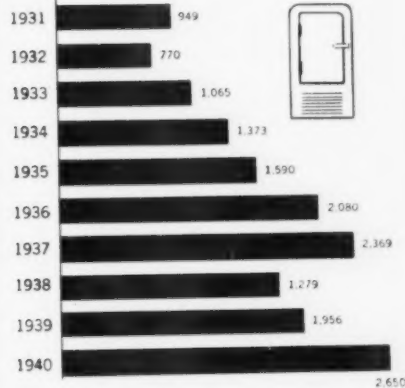
ELECTRIC PRODUCTION

Billion KWH



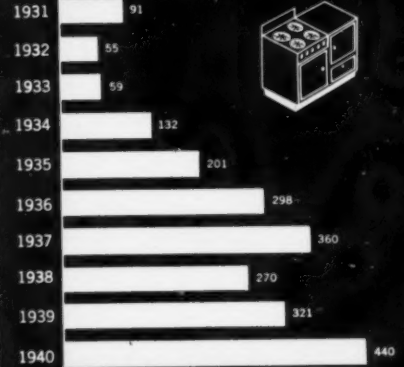
ELECTRIC REFRIGERATORS

Thousands



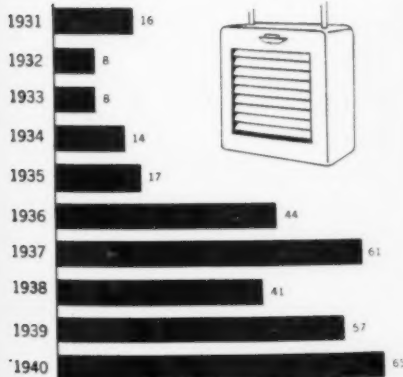
ELECTRIC RANGES

Thousands



AIR CONDITIONING

Millions of Dollars



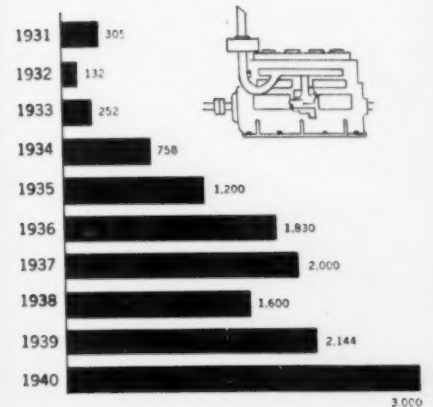
OIL BURNERS

Thousands



DIESEL ENGINES

Thousand H. P.



Now that the 1940 chips are all in
How's **THIS** for a Royal Flush?



*SOLE EXCEPTION—Readers' Digest

Good Housekeeping

The Magazine America Lives By

in Straight Flush?



Don't overlook the Queen in the hand above. The confidence shown by advertisers in Good Housekeeping year after year is a logical outgrowth of the confidence shown by women, month after month, in the advertising pages of "The Magazine America Lives By."

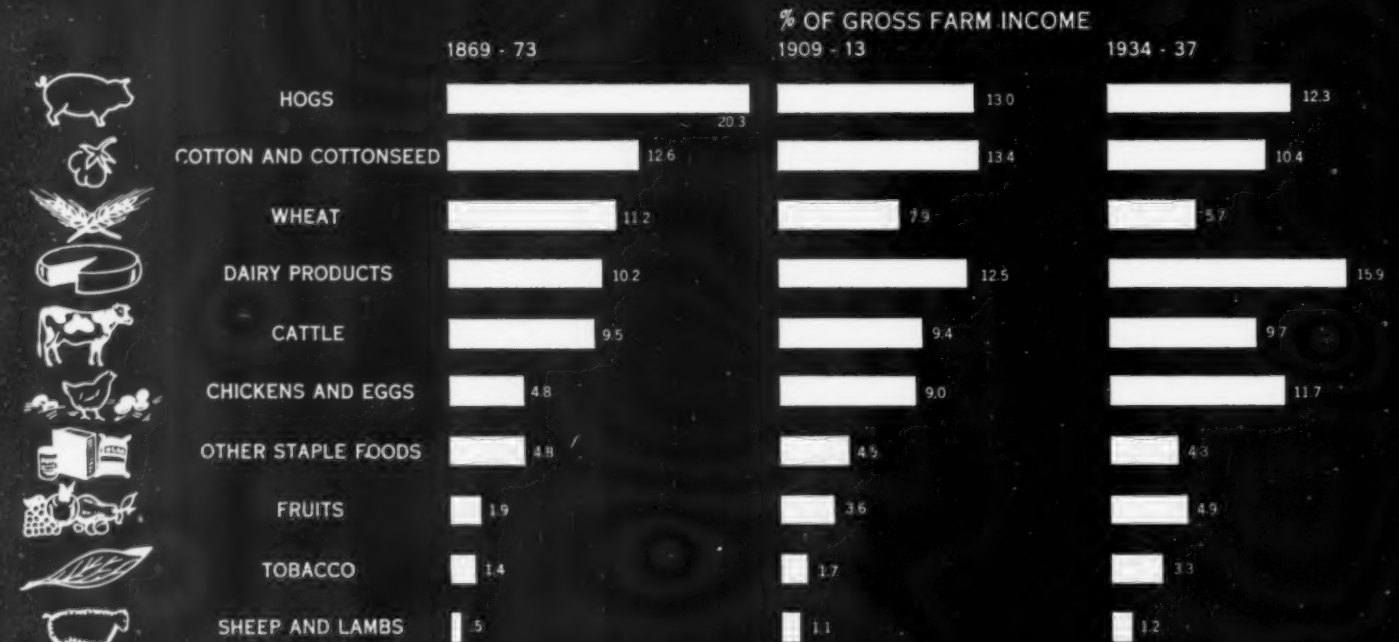
FLASH! The total circulation of our December issue now shows 2,505,000—the highest circulation ever attained by an advertising medium selling at 25¢ a copy.

Today the public voluntarily pays more money at newsstands for Good Housekeeping than for any other monthly magazine carrying advertising.

THE CHANGING COMPOSITION OF FARM INCOME

Seventy years ago wheat supplied about 11 percent of the total farm gross income, but today less than 6. Hogs have dropped from 20 to 12. Cotton from 13 to 10. In contrast with these declines the percentage for cattle has remained relatively stable, while tobacco has increased from 1 to 3, fruits from 2 to 5, and dairy and poultry products from 16 to 28.

These are the major forms of farm income:



PICTOGRAPH BY
Sales Management

THE DOMESTIC MARKET GROWS MORE IMPORTANT

From 1870 until 1900 the foreign market absorbed nearly 20 percent of our farm products, from 1900 until 1925 about 15 percent. Today the farmer sells well over 90 percent of his crops and livestock for home consumption, and in 1940-41, with wars raging all over the world, the home market will have to absorb more than ever before.



PICTOGRAPH BY
Sales Management

Source: "The Agricultural Situation", United States Dept. of Agriculture, November, 1940



KNX LOS ANGELES...THE VERY "FIRST BUY" FOR SOUTHERN CALIFORNIA

ADVERTISERS ARE USING more time today on KNX than on any other radio station in Los Angeles—more by *one-and-a-half to one* than the average for all other Los Angeles network stations combined!

Why? Because they know from profitable experience that KNX's larger audience buys more goods—faster!

Planters Peanuts doubled Southern California sales in nine months!

Southern California architects landed

over \$1,500,000 in building commitments in only thirty-seven weeks!

A banking service raised its deposits from \$17,933 to \$136,395 a month!

A cooking chocolate increased distribution from 20% to 90%, sold 8 carloads in 3 months!

A bakery sold 16,000 cakes in one day—13,000 more than normal—at 25¢ each!

All via KNX-Los Angeles...

The most potent selling force you can buy in Southern California!



COLUMBIA'S STATION FOR ALL SOUTHERN CALIFORNIA

50,000 WATTS

OWNED AND OPERATED BY THE COLUMBIA BROADCASTING SYSTEM

REPRESENTED NATIONALLY BY RADIO SALES: NEW YORK • CHICAGO • DETROIT • CHARLOTTE • SAN FRANCISCO
JANUARY 15, 1941

[47]

IS THERE A "LOYAL" RADIO AUDIENCE?

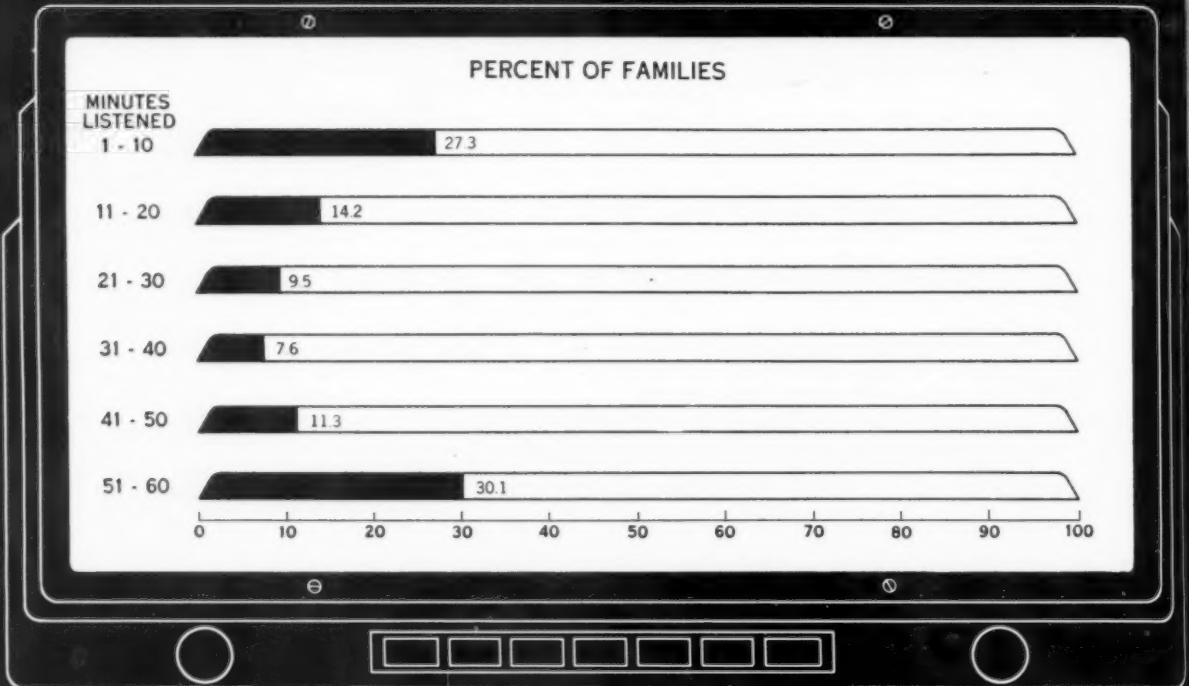
Audimeters installed in homes by the A.C. Nielsen Company make possible exact measurements of radio listening, for each twist of the dial is recorded on a tape. From Nielsen studies the conclusion is reached that a sponsor deludes himself if he believes that he has a loyal audience which listens to every minute of his broadcasts.



Here are the records on a one-hour program, which show both the importance of having sustained interest in the program and so spotting the "commercials" that they do not bore or annoy, but frequent enough to reach the late or casual tuners-in. 100 equals all families listening to any part of the program.

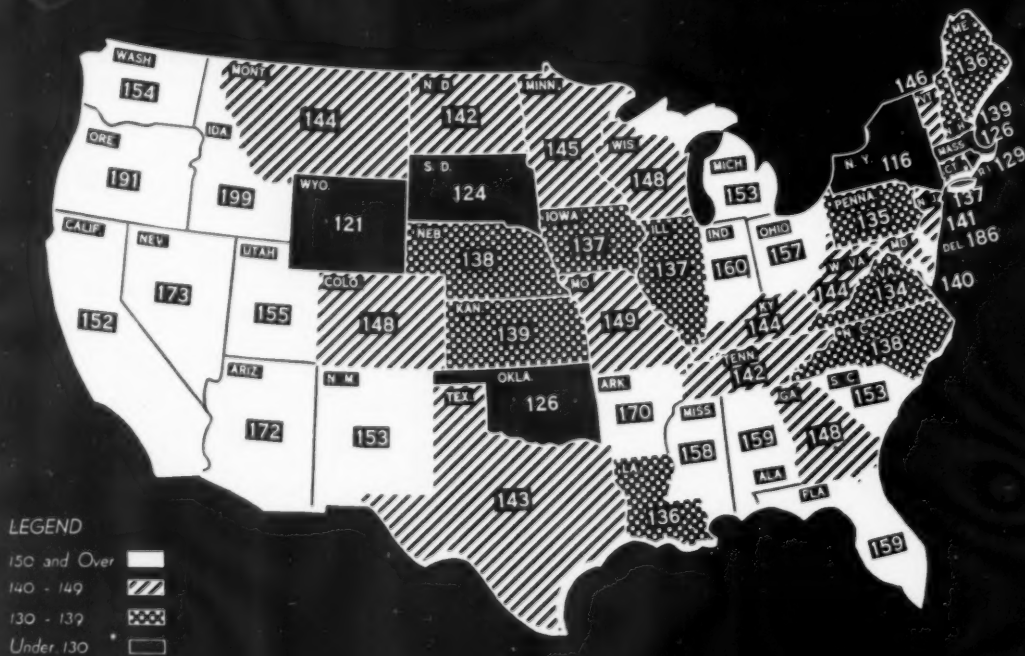
Source: H.L. Rusch in "The Nielsen Researcher" November, 1940

PICTOGRAPH BY *Sales Management*



1940 REFRIGERATOR SALES GAINS

Every state gained in refrigerator sales the first ten months over the same 1939 period, with a national increase of 39 percent, or a ratio of 139. 100 equals 1939 sales first ten months.



Source: Edison Electric Institute records of household model electric refrigerators

PICTOGRAPH BY *Sales Management*

Some Comments on the Pictographs in This Issue

The Pictograph on the low-down on the tax load is highly pertinent because we are going to hear a lot about increased taxes these next few weeks and months. Let us hope that the necessary increases will be put in the group of directly collected items instead of added to the hidden group where taxes are pyramided by being added to selling costs.

Our page isn't large enough to permit the reproduction in Pictograph form of the amazing growth of certain other industries where Brookmire figures show that current sales are running well ahead of 1929 levels. Some of these other industries are electric lamps, plate glass, automobile trucks, buses, tractors, aluminum, nickel, crude oil, and mail order sales.

The page of Pictographs on the changing composition of farm income and the declining importance of the export market for farm commodities emphasizes both a problem and a promise. As Milo Perkins, former manager of the Bemis Brothers Bag Co., and now Federal Director of Surplus Commodities, put it in an article in the December issue of *Harper's*, "Through science we have learned how to grow two blades of grass where one grew before but we haven't learned how to sell the extra blade at a profit." He goes on to analyze our consumption of food crops and says, "If all the families making less than \$100 a month had as much to eat as those which do make \$100 a month, nearly two billion dollars a year would be added to the national food bill. We'd actually have to produce *more* dairy products, *more* poultry, *more* meat and *more* of most of the fruits and vegetables to meet the demand."

We are all inclined to kid ourselves about the regard in which our product or service is held by our prospects. This wishful thinking is particularly apparent in advertising campaigns. Big spreads in color, expensive half-hour or hour radio programs *should*, perhaps, be seen and heard by practically *everybody*—but they just ain't. The Audimeter developed by the A. C. Nielsen Co. presents a detailed study of the listening to radio programs on a minute-to-minute basis. The program which is pictured here is not necessarily typical or average, but does serve to illustrate the point that there is no law compelling a radio set owner to keep tuned to a certain program.

JANUARY 15, 1941



Sales Action for Me Starts In *Troy*

Says Joseph P. Houlihan, progressive proprietor of independent food stores in Watervliet and Green Island, N. Y., and a regular newspaper advertiser.

Retailers don't give a hang what territory your distribution or sales quota set-up puts 'em in—but they're mighty interested in how you dope out their advertising support.

Troy's sole dailies, The Troy Record and The Times Record, are read by nearly nine-tenths of the A.B.C. City Zone's 115,000 consumers, who annually spend over \$11,356,000 for food.

Dealers throughout this metropolitan area, in Watervliet, Green Island, Cohoes and Waterford as well as Troy, know this. But what they know even better is that whether it's an introductory offer or promotion of an established product, a consistent advertising program in The Record Newspapers means sales action for THEM on YOUR product!

Troy is New York State's lowest cost major market: a single rate of 12c per line buys blanket coverage.

THE
RECORD
NEWSPAPERS

THE TROY RECORD
THE TIMES RECORD

THE TROY RECORD CO. J. A. VIGER, ADVERTISING MANAGER

Business-Consumer Relations

Business Seems to Be Inviting Government to Formulate Its Relations with Consumers—But Some Companies Are Taking the Lead in Giving More Information on Labels; Westinghouse, Cannon, A & P Announce New Policies.

THE year just closed has not been without some commendable business reaction to the demands of the consumer movement, although it has been of too sporadic a nature to say that leaders in production and distribution have done anything comprehensive, or that they have shown the grasp necessary for an all-out business-consumer relations effort. There is still that hesitancy, frequently almost a fear, prevalent long before the present war emergency, to meet the situation resolutely, in spite of the fact that a new seller-buyer relationship is as urgent as national defense, and as essential as war equipment and supplies.

This new relationship must be mutually arrived at through business-consumer cooperation, with business voluntarily extending the aid and facilities, because it will be on such a *rapprochement* that the future of private enterprise will depend. *Just as what are called social gains and labor gains are being so jealously guarded, so must business protect and increase the good will and support of its customers, now being weaned away from their confidence in basic business integrity.* Manufacturers and retailers can no more afford to neglect those who buy their goods, than they can any vital phase of management. Consumer relations thus become an indispensable part of every business activity.

Would Let Government Do It

Strange, however, is a new attitude that appears to be developing in some business quarters to the effect that since the government is so completely and effectively championing the consumer cause, work formerly regarded as the duty of business in this area can now be left to the Federal bureaus and agencies concerned.

To those who think twice on the subject, this attitude will at once be seen as visionless and dangerous. *If business is to rely on government to formulate its relations with its customers, it will invite, and should get, control of the most stringent character.* Free enterprise then would be sacrificed.

Westinghouse Adopts Label

But while this view is held in its

happily limited section, progressive business leaders, those who are attuning themselves to changing conditions, are meeting consumer demands and improving their relations accordingly.

A case in point is that of the Westinghouse Electric & Manufacturing Co., which announced recently that in 1941 all of its appliance line will carry complete and detailed product information. Voluntarily, and as a move in the direction of sounder merchandising, this company adopts an informative labeling program, because it is convinced that the consumer wants to have, and is entitled to have, the complete facts about a product before making a purchase.

"We believe," says Frank R. Kohnstamm, sales manager of the merchandise division, "that by affixing to a product a label which is truly informative and gives the beneath-the-surface details, a shopper is best provided with a basis for intelligent appraisal and comparison." This not only provides a satisfactory label, but it increases the opportunity for consumer choice and selection—an advantage sought as a consumer goal.

Cannon Informs

Cannon Mills, however, has taken to informative advertising as its immediate step for better relations with its customers, and in its magazine copy

is answering questions of the consumer-buyer in a way that imparts product information and at the same time makes it interesting.

The psychological effect of such advertising is as important as the facts it provides and the help it will be to present and future users of Cannon goods. While consumers are being told that manufacturers prefer, for selfish reasons, to conceal rather than reveal information about their products, a clean-breasted presentation is antidotal to insidious propaganda and will register deeply with the consuming public. This applies to all informative buying aids, whether in advertisements, on labels or in printed material, and makes the case for such assistance.

Grade Labeling Advanced

Grade labeling has received a decided stimulus as the result of the announcement that the Great Atlantic & Pacific Tea Co. will apply it to the full line of its canned fruits and vegetables. This retail distributor was the first to adopt grade labeling for its own brands, and was widely acclaimed in consumer circles several years ago when some of its products were made available with the grade designations. This has now been extended, and products for which standards have been established by the Department of Agriculture will bear an informative panel which will explain differences between various grades and standards by which they are graded. The company's Ann Page brands will be labeled Grade A; Sultana brands, Grade B, and Iona, Grade C. The program, it is said, will affect 120 of the A & P labels.

Labels Identify Quality

The Grade A labels carry the statement that the contents of the cans are of the finest quality, and, therefore, represent only a small part of the entire pack, selected at the peak of flavor. Grade B labels state that the pack is of choice quality, but intermediate, not the highest. The Grade C labels point out that the sanitary and packing regulations are the same for all grades.

It is the last designation particularly that has caused packers to look askance at the grade labeling system, believing that consumers would not buy a third quality product, with the result that stocks would move slowly. Consumer groups, however, in espousing the grade label cause, have urged education on Grade C items, declaring that they represent high nutritive value at economical prices and should be used by a larger portion of homemakers.

The labels adopted by A & P will bear the legend "This is the type of



label recommended by the National Consumer-Retail Council, Inc.," the program having been worked out in cooperation with the technical committee of that organization. Other food chains, it is stated, will participate in a similar program, and it is expected that shortly they will be using labels, carrying grade and informative panels, on their Grade A and Grade B products, extending the marking to Grade C products later.

Among the chains said to be ready to join the movement are the Big Star Markets, Grand Union Tea Co., Kroger Grocery & Baking Co., and the D. Pender Grocery Co. The effect of this widening spread of grade labeling will have early repercussion among canners, it is believed. Certainly, if associated with the labeling and educational program undertaken by the Agricultural Marketing Service, the entire movement soon can become tremendous in scope and force.

NC-RC Leads Label Move

The National Consumer-Retailer Council is the principal outside-the-government agency concerned with advancing the use of informative labeling. It is also engaged in a program of consumer-retailer cooperation, based on informative selling, and has worked out a procedure for enabling local consumer groups and merchant groups to work together constructively and effectively.

Consumer groups represented on the Council are the General Federation of Women's Clubs, American Home Economics Association and the American Association of University Women. Retailer representation is composed of the National Retail Dry Goods Association, the National Association of Food Chains, the American Retail Federation, the National Shoe Retailers Association and the National Better Business Bureau, Inc.

Issues Guides for Retailers

In 1940 the Council had the most successful year of its existence, according to Harold W. Brightman, the chairman, who is also vice-president of L. Bamberger & Co. Organized three years ago, the Council has had an uphill struggle, but with its eyes on its goal of better consumer-retailer relations, it has won increasing recognition and cooperation.

The group is now readying a manual on "Informative Selling—A Store Guide for Consumer Cooperation," as a guide to retailers for developing closer and more friendly contact with their customers on an organized and continuing basis. A manual on informative labeling will be made available in the Spring. "A Plan for Co-operation

Between Consumers and Local Retailers" already has been completed and issued by the Council, which has its offices at 8 West 40th Street, New York, N. Y. Roger Wolcott is executive secretary.

Crisis Speeds Movement

Dr. Kenneth Dameron, director of the Committee on Consumer Relations in Advertising, Inc., who has one of the keenest minds in appraising consumer developments, made some important comments and forecasts when speaking recently before the conference of the American Marketing Association in Chicago. The Ohio State University professor warned that the present period of stress will in all probability

give a much more lasting impetus to the consumer movement than did the last World War. He spoke of the buyer strikes and other forms of protest following the price rises in 1919 and 1920, which created a lively interest in consumer defense organizations, and predicted substantial changes in retail methods as the result of consumer demands.

Predicts Changes in Retailing

Declared Dr. Dameron: "The present emergency defense situation will probably have a lasting consumer effect. We have a consumer-minded President. The Defense Administration has a unit working on behalf of consumers. Many are of the opinion

Clients served:

(In order of appointment)

Liggett & Myers Tobacco Co.
Western Electric Company
Loose-Wiles Biscuit Co.
Association of American Soap and Glycerine Producers, Inc.
Group IV, Savings Banks Association of the State of New York
Bank of the Manhattan Company
Bigelow-Sanford Carpet Co.
American Telephone & Telegraph Co.
The Equitable Life Assurance Society of the U. S.
Copper & Brass Research Assn.
White Rock Mineral Springs Co.
L. C. Smith & Corona Typewriters Inc.
The Texas Company
Beech-Nut Packing Company
Hartford Fire Insurance Company
Hartford Accident and Indemnity Co.
United Brewers Industrial Foundation
Holmes & Edwards Division,
International Silver Company
Thos. Cook & Son—Wagons-Lits, Inc.
Air Conditioning and Commercial Refrigeration Department,
General Electric Company
Pepsi-Cola Company
General Baking Company

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET, NEW YORK

"NOT HOW MUCH, BUT HOW WELL"

"Air Travel is a fine *paying* investment"

Says BURT G. CLOSE

*Vice President
King Quality Products Co.
St. Louis, Missouri*

"Because it would be difficult for me to make the contacts necessary to my business by any other mode of transportation, I have been flying for many years.

"I frequently leave St. Louis on the Skysleeper at 11:00 p.m., spend a full next day in New York, leave at five in the evening and arrive home at 10:35 the same night—a saving of two full days. By using Air Transportation on my trips to the West Coast, I save about a week.

"Twenty-six of our organization have Air Travel cards. With factories in Toronto, St. Louis, Indianapolis, and Connersville, Indiana; branches in Chicago, New York, Los Angeles, Oakland, and Jacksonville, and with



distributors in all of the major centers, we find the saving in time and the comfort of Air Travel a fine paying investment."

This endorsement given without compensation

AIR TRAVEL IS NOT EXPENSIVE

Obviously, Air Travel is economical when you consider the hours, days, and even weeks of productive time it saves, depending upon the length of the trip and the number of cities to be visited. But dollars-and-cents-wise, thousands of firms have found from experience that Air Travel costs no more than fastest first-class ground travel when all expenses are considered.

Because of the time saved, the number of overnight journeys is reduced and other living expense is cut to a minimum; there is less travel

fatigue, therefore greater efficiency; trips are "shorter," men are back in the office quicker.

Why not call your local Airline Office today? A representative will gladly call and show you how Air Transportation can be of real service to you and your company. You'll be surprised to learn how inexpensive Air Travel really is.

AIR TRANSPORT ASSOCIATION
135 South LaSalle Street, Chicago, Illinois
This educational campaign is sponsored jointly by the 17 major Airlines of the United States and Canada, and Manufacturers and Suppliers to the Air Transport Industry.

IT PAYS TO **FLY**

ASK YOUR TRAVEL AGENT: It's *easy* to buy an air ticket to any point on the domestic or international airlines. Simply phone or call at any Travel Bureau, Hotel Transportation Desk, or local Airline Office, for airline schedules and fares.

that this unit is the forerunner of a permanent Federal department to deal with consumer problems."

Among the changes in retailing to be expected as the result of consumer demands, said Dr. Dameron, are a greater use of informative labeling, more publicity on the cost of retailing, and more definite facts on what goes into the mark-up. Obviously, these are some of the core points in a business-consumer relations program, only through which can a channel of contact be established between those who sell and those who buy. What Dr. Dameron said about retailing applies with equal force to manufacturing, which has a stake in the consumer movement not yet realized fully.

Commercial Material Check List

Manufacturers and others who find it difficult to produce consumer education material acceptable to schools and colleges, should take advantage of the check list guidance provided by the Committee on the Educational Use of Commercial Material, of the American Home Economics Association. The Committee, which was organized in 1938 under the chairmanship of Miss Bernice Dodge, of the Household Finance Corporation, Chicago, has worked diligently on the list as a tool to help teachers and club leaders evaluate and use such material, both for their own reference and for classroom and group work. A new list has been prepared as the result of suggestions and criticisms made by home economists, college professors and women in business, and will prove of invaluable assistance to manufacturers who want to have their material included in consumer education programs.

Aids Focusing to Audience

The check list is intended for use in connection with commercial material as is produced for educational use, as differentiated from advertising for direct selling, and applies to booklets, charts, posters, films and recipe filing cards. The purpose of the list is not to give a numerical rating to these educational materials, but to set up a means by which the presence or absence of desirable features may be checked.

The list is divided into four sections, covering the scientific accuracy of the material, its timeliness, its method of presentation, and its freedom from advertising bias. It not only provides a guide to acceptable material, but it assists in pointing the material so that it will have full usefulness in the educational areas it is intended to reach.

The four sections of the check list, and the features and characteristics to be appraised, are as follows: (1)

SALES MANAGEMENT

Scientific accuracy of subject matter—free from half-truths; free from exaggerated statements; backed by standard laboratory tests; backed by recognized authorities; backed by signature of author and his professional title; backed by name of firm or organization publishing it. (2) Timeliness of subject matter—furnishes the most recent information; gives date of publication; meets the needs of the times; adds information to that available in most textbooks.

Presentation Important

Continuing, the list takes up as the third section the suitability of the method of presenting the subject matter, as follows: (3) Factual, not cluttered with irrelevant material; well organized; simple, clear, brief; attractive format; durable; graphic, well illustrated; easy to read, sight-saving; appropriate for group for which it is intended. (4) Subject matter not biased by advertising—clear-cut educational purpose; information about products in general rather than promotion of specific brands; text free from advertising; posters and charts free from advertising.

Satisfactory and Effective

The first reaction to the list may be that it would make consumer education material too difficult to prepare, and non-productive of sales results. The first objection has been shown to be invalid. As to the second, such material is not intended to be advertising, but does sell by indirection. The primary purpose of consumer material is to have it used and prevent waste. The check list can be followed and the result will be satisfactory and effective. Business would do well to adopt this invaluable guide.

Sales Volume Up, Swank Increases Its Ad Budget

Swank, Inc., Attleboro, Mass., manufacturer of men's jewelry, announces that last year the biggest sales in its history were recorded, 20% over 1939. To take care of further advances, an addition to the plant is being made. Advertising will appear in *Christian Science Monitor Magazine*, *Collier's*, *Esquire*, *Good Housekeeping*, *Liberty*, *Life*, *Look*, *Mademoiselle*, *Saturday Evening Post*, *Time*, *Women's Home Companion*. These publications have an estimated 100,000,000 readers.

"Local newspaper advertising of Swank jewelry by retail stores during the past year attained record lineage figures," according to Alfred J. Silberstein, N. Y. agency in charge.

JANUARY 15, 1941

IS SELLING IMPORTANT in YOUR Business?



- Do you ever have difficulty in getting salesmen to do the things you want them to do?
- Do you ever have difficulty in getting distributors to back up company plans as outlined?
- Do you ever have difficulty in getting dealer co-operation on displaying your product or pushing it?
- If so, send for your copy of "The Truth about Salesmen"—which contains an important message every sales executive is interested in. It will be sent you FREE if requested on company letterhead, together with information as to the type of selling personnel you are concerned about.

Send for YOUR Copy Now!

BELNAP and THOMPSON, inc.

315 WEST JACKSON BLVD., CHICAGO

CREATORS AND PRODUCERS OF "PUSH PLANS"*

* Reg. U. S. Pat. Off.



"The route sheet says the potential here is \$1,230 a year and we're to stay until Thursday!"



What Types of Selling Schemes Are Taboo Under the Lottery Laws?

The U. S. statutes apply only to the use of mails and offers made by radio, whereas state laws often forbid lotteries under additional specific conditions.

BY ALBERT W. GRAY

The author of this article is a Vermonter, a Yale man, and a graduate of the New York Law School. He is associated with one of the largest and best known American advertising agencies as Federal Trade Commission expert. His articles have appeared frequently in the business press.

LESS than a year ago the Post Office seized several consignments of boxes as lottery paraphernalia. In each box was a prize. In some the value was greater than in others, but every box held a prize. The purchaser paid his money and received his box. He might get much, he might get little, but in every instance he received something. Determining the scheme not a lottery

under the Federal statute, the court made this pregnant comment:

"Every one is seeking a prize and every one gets a prize who pays his money. It is true that he does not know in advance what the prize will be, but I think it would be too far-fetched and would draw under the Federal prohibition too many petty, harmless devices if we should adopt such a construction of the statute in question as would make devices of the present kind contraband, especially as no element of fraud is even suggested."

A few years before the Federal Government forbade the use of the mails by a group planning the operation of a "Keno" game. In the dissenting opinion was foreshadowed this Post Office decision of last year. "Certainly

Congress had no intention to close the mails to letters or advertisements concerning all gambling games. If 'Keno' is to be considered a lottery, the sending of a letter by a host inviting his friends to a lotto party would be a violation of the statute. The mails would also be closed to advertisements of stores selling the game."

The distinction between contests of skill and of chance is clearly defined. Over 20 years ago a piano manufacturer in an advertising campaign offered a piano free as a first prize and two others as second and third prizes, at half price, in a puzzle contest. The award was for the solution of a puzzle of placing the figures from zero to nine, in three parallel columns of three figures each, so that the sum of any three figures, totaled vertically, horizontally or diagonally, would amount to 15, and the further condition that the prize was for the "neatest" solution. Here there was no chance, and chance is an essential to a lottery.

3 Elements Make a Lottery

The Brooklyn *Daily Eagle*, a few years before, had advertised a prize for the best composition on a certain breakfast food, each essay to be sent with three labels taken from packages of this food. The Brooklyn Postmaster refused to permit these advertisements in the mail. On the application to the United States Court for an order preventing interference with the mailing of the newspapers, the court distinguished the contest from a lottery. "The three necessary elements of a 'lottery' are the furnishing of a consideration, the offering of a prize and the distribution of a prize by chance. If the contest be honestly carried on and the best essay from any definite known standpoint selected, such competition would not seem to be in any sense a lottery."

The activities condemned by the United States statute are, "Lottery, gift enterprise, or similar scheme offering prizes dependent in whole or in part upon lot or chance." Here occurs a distinction that becomes confusing. A lottery, as defined by law, is a scheme with the three essential elements; a prize, a consideration and a chance. But the Federal law goes further. It adds, "Gift enterprise or similar scheme," which includes schemes that may not hold the second element of a lottery, "consideration."

The Federal statute was passed in 1876. Then lottery tickets of the French and Austrian governments flooded the country, as well as those from Louisiana. The legislation was aimed at protecting the inexperienced from staking their money at tremen-

To a Mid-Western Traveling Salesman — *and his boss*

AS YOU DRIVE from town to town do you notice the crops that line the road . . . the cattle, sheep and hogs . . . the busy tractors chugging up and down the fields . . . the comfortable farm houses?

With a few rare exceptions, there would be no town ahead of you at all . . . if it weren't for these miles and miles of farms. There would be no nice, comfortable hotel for you to sleep in . . . no movies to while away your evening . . . no distributors, jobbers or dealers to call on tomorrow.

Almost all Mississippi Valley towns and cities live by distributing goods and services to surrounding *and dominating* farm families.

Few cities have enough belching smokestacks to be called indus-

trial centers . . . to take on market characteristics of their own. You can name them almost on the fingers of one hand: Chicago, St. Louis, Indianapolis . . . and already you begin to feel farm domination.

So you either sell the farms you drive past or do a third-rate job in the market.

The farmers . . . who travel the hard roads to town as easily as you do . . . dominate retail trade. Their buying habits and brand preferences tell your dealers, jobbers and distributors what to stock, sell and feature.

That is why advertising in *Capper's Farmer* can play such an important part in the size of your orders. For it can carry the story of your products into one out of every three farm homes you see along the highways.

CAPPER'S FARMER TOPEKA, KANSAS



In these 13 states, the richest half of the Farm-Dominated Mass-Market, Capper's Farmer is read in one out of every three homes.



"The route sheet says the potential here is \$1,230 a year and we're to stay until Thursday!"



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To a Mid-Western Traveling Salesman — *and his boss*

AS YOU DRIVE from town to town do you notice the crops that line the road . . . the cattle, sheep and hogs . . . the busy tractors chugging up and down the fields . . . the comfortable farm houses?

With a few rare exceptions, there would be no town ahead of you at all . . . if it weren't for these miles and miles of farms. There would be no nice, comfortable hotel for you to sleep in . . . no movies to while away your evening . . . no distributors, jobbers or dealers to call on tomorrow.

Almost all Mississippi Valley towns and cities live by distributing goods and services to surrounding and dominating farm families.

Few cities have enough belching smokestacks to be called indus-

trial centers . . . to take on market characteristics of their own. You can name them almost on the fingers of one hand: Chicago, St. Louis, Indianapolis . . . and already you begin to feel farm domination.

So you either sell the farms you drive past or do a third-rate job in the market.

The farmers . . . who travel the hard roads to town as easily as you do . . . dominate retail trade. Their buying habits and brand preferences tell your dealers, jobbers and distributors what to stock, sell and feature.

That is why advertising in *Capper's Farmer* can play such an important part in the size of your orders. For it can carry the story of your products into one out of every three farm homes you see along the highways.

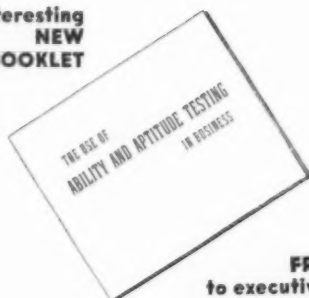
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ALLAN G. HURST
Manager



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When the Horner case occurred in the early 90's, the Supreme Court definitely closed the door against further robbing the people of this country. "Whoever purchases one of these bonds, purchases a chance in a lottery, or, within the language of the statute, 'an enterprise offering prizes dependent upon lot or chance.' The element of certainty goes hand in hand with the element of chance, and the former does not destroy the existence or effect of the latter. What is called in the statute a, 'So-called gift concern,' has in it an element of certainty and also an element of chance; and the transaction embodied in the bond in question is a 'similar enterprise' to lotteries and gift concerns."

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SALES MANAGEMENT

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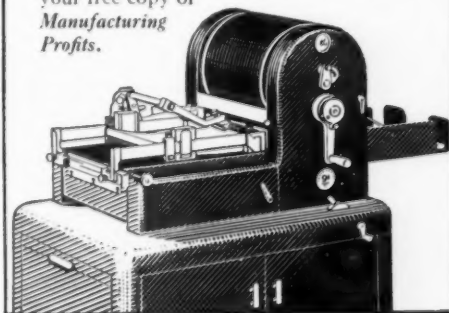
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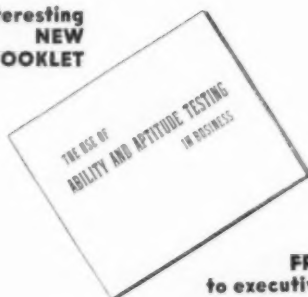
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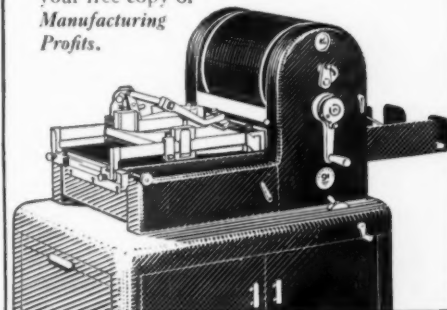
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Table 1
**“Dollar-Hour” Costs for 17 Trips by
Pullman and by Air Transport**

What is the *real* cost of trips by Pullman and by air transport, for business men earning from \$1 to \$5 an hour (\$40 to \$200 weekly, \$2,000 to \$10,000 annually), assuming that traveling is done during business hours? To the basic fare plus allowance for incidentals must be added the value of the man's time. In this table the Pullman cost includes lower berth. Some trips *could not* be taken entirely during business hours, others *would not* except under unusual circumstances; therefore, the editors suggest that readers study the basic comparisons in the column “All Trans. Costs,” which makes no allowance for the value of salary hours, in addition to the costs given under “Total Cost, Salary-Hours Added.” See text for further explanation.

						TOTAL COST, SALARY-HOURS ADDED					
		Elapsed Time	Fare, One Way	Meals and Tips	All Trans. Costs	\$1.00 (\$40 wk.)	\$2.00 (\$80 wk.)	\$2.50 (\$100 wk.)	\$3.00 (\$120 wk.)	\$4.00 (\$160 wk.)	\$5.00 (\$200 wk.)
New York to Atlanta	Pullman Air	19 hr. 5 hr. 55 min.	\$39.00 48.15	\$4.00	\$43.00 48.15	\$62.00 54.07	\$81.00 60.00	\$90.50 62.95	\$110.00 65.91	\$119.00 71.83	\$138.00 77.75
New York to Boston	Pullman Air	4 hr. 30 min. 1 hr. 20 min.	9.55 11.95	1.50	11.05 11.95	15.55 13.28	20.05 14.61	22.30 15.28	24.05 15.95	29.05 17.27	33.55 18.60
New York to Chicago	Pullman Air	17 hr. 3 hr. 59 min.	33.55 44.95	3.00	36.55 44.95	53.55 48.93	70.55 52.91	79.05 54.90	87.55 56.89	104.55 60.87	121.55 64.85
New York to Miami	Pullman Air	25 hr. 8 hr. 30 min.	51.70 71.75	5.00	56.70 71.75	81.70 80.25	106.70 88.75	119.20 93.00	131.70 97.25	156.70 105.70	181.70 114.25
New York to New Orleans	Pullman Air	33 hr. 9 hr. 5 min.	50.55 73.85	6.00	56.55 73.85	89.55 82.93	121.55 92.01	139.05 96.55	155.55 101.09	188.55 110.17	221.55 119.25
New York to Pittsburgh	Pullman Air	8 hr. 35 min. 1 hr. 57 min.	16.30 21.00	1.50	17.80 21.00	26.38 22.95	34.97 24.90	39.26 25.88	43.55 26.85	52.13 28.80	60.71 30.75
New York to San Francisco	Pullman Air	75 hr. 16 hr. 23 min.	115.70 149.95	14.00	129.70 149.95	204.70 166.33	279.70 182.71	317.20 190.90	354.70 198.09	429.70 215.47	504.70 231.85
New York to Washington	Pullman Air	3 hr. 35 min. 1 hr. 30 min.	9.35 12.20	1.50	10.85 12.20	14.43 13.70	18.01 15.20	19.80 15.95	21.59 16.70	25.17 18.20	28.75 19.70
Chicago to Denver	Pullman Air	15 hr. 5 hr. 17 min.	38.71 51.47	3.00	41.71 51.47	56.71 56.75	71.71 62.03	79.21 64.67	86.71 67.31	101.71 72.59	116.71 77.87
Chicago to Kansas City	Pullman Air	7 hr. 30 min. 2 hr. 8 min.	16.93 21.50	1.50	18.43 21.50	25.93 23.63	33.43 25.76	37.18 26.83	40.93 27.89	48.43 30.02	55.93 32.15
Chicago to Minneapolis	Pullman Air	6 hr. 30 min. 2 hr. 15 min.	14.86 16.50	1.50	16.36 16.50	22.86 18.75	29.36 21.00	32.61 22.13	35.86 23.25	42.36 25.50	48.86 27.75
Chicago to New Orleans	Pullman Air	22 hr. 30 min. 6 hr. 15 min.	35.30 46.64	4.00	39.30 46.64	61.80 52.89	84.30 59.14	95.55 62.27	106.80 65.39	129.30 71.64	151.80 77.89
Chicago to Pittsburgh	Pullman Air	7 hr. 40 min. 2 hr. 29 min.	17.25 23.95	1.50	18.75 23.95	26.42 26.43	34.09 28.91	37.92 30.15	41.76 31.39	49.43 33.87	57.10 36.35
Chicago to St. Louis	Pullman Air	5 hr. 15 min. 1 hr. 40 min.	11.40 12.95	1.50	12.90 12.95	18.15 14.62	23.40 16.29	26.02 17.13	28.65 17.95	33.90 19.63	39.15 21.30
Washington, D. C. to Pittsburgh	Pullman Air	9 hr. 1 hr. 20 min.	11.70 13.40	1.50	13.20 13.40	22.20 14.74	31.20 16.08	35.70 16.75	40.20 17.40	49.20 18.88	58.20 20.10
San Francisco to Los Angeles	Pullman Air	9 hr. 30 min. 2 hr.	17.35 18.95	1.50	18.85 18.95	28.35 20.95	37.85 22.95	42.60 23.95	47.35 24.95	56.85 26.95	66.35 28.95
Kansas City to Oklahoma City	Pullman Air	7 hr. 15 min. 2 hr. 24 min.	13.18 18.60	1.50	14.68 18.60	21.93 21.00	29.18 23.40	32.80 24.60	36.43 25.80	43.68 28.20	50.93 30.60

"Dollar-Hour" Travel Costs for Five Forms of Transportation

A study of comparative travel costs first made in 1935, then revised in 1937, is again brought up-to-date because all forms of transportation are today faster and cheaper. To get the *real* cost of transportation you must add to the basic fare the value of the traveler's time.

IF you have a man whose time is worth \$2.50 an hour or \$100 a week or \$5,000 a year and you are sending him on a 400-mile trip, what is the cheapest form of transportation — bus, railroad coach, Pullman, or plane?

In its issue of March 1, 1935 SALES MANAGEMENT published a survey of dollar-hour costs computed by adding to the transportation cost the value to the company of the time of the salesman or sales executive. Net conclusion of that first study was that, considering time-cost relationship, it was cheaper for a salesman earning \$2 an hour to travel from Chicago to St. Louis by plane rather than by rail or bus, by rail rather than bus; if he was earning \$.75 an hour, bus was more economical—and so on up and down the income scale.

Since that original survey, constant changes in transportation have made for better traveling facilities all over the country. Faster service is now available through all forms of transportation and rates have decreased materially.

Here, for example, are comparative dollar-hour costs—1935 and 1940—on a Chicago to St. Louis trip for a salesman earning a dollar an hour or \$40 a week, the cost being determined by adding to the fares charged by the transportation company the dollar value of the time consumed. In 1935 the basic fares were: By bus, \$4.25; by rail, \$8.67; by air, \$13.95. Today corresponding fares are \$4.00, \$5.95 and \$12.95.

The Chicago to St. Louis trip takes $9\frac{3}{4}$ hours by bus, $5\frac{1}{4}$ hours by rail and $1\frac{2}{3}$ hours by air.

The costs, the dollar-hour costs, for the man earning \$1 an hour are as follows: By bus, \$13.75 today as against \$14.75 in 1935; by rail \$11.20 today as against \$15.17 five years ago; and by air \$14.62 as against \$16.22 in 1935.

Therefore on this trip, and for a man worth a dollar an hour, rail is the most economical of the three methods.

But when we step up to the most economical form of transportation on that trip for a man earning \$2 an hour, we find that the comparative costs are: Bus, \$23.50; rail, \$16.45; and air, \$16.29. As we go up the income scale from that point, air transportation becomes increasingly more economical, with the result that for

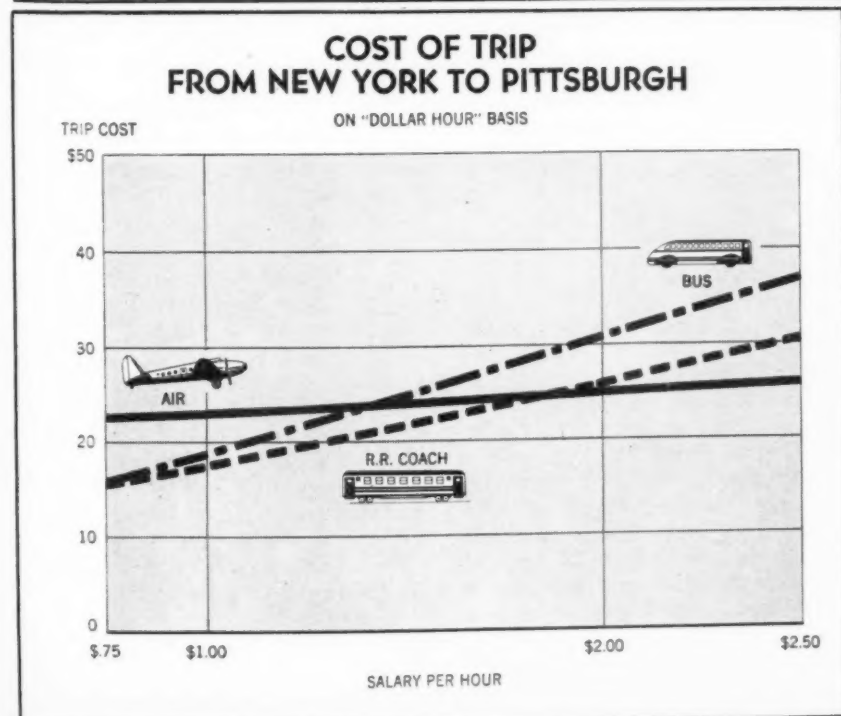
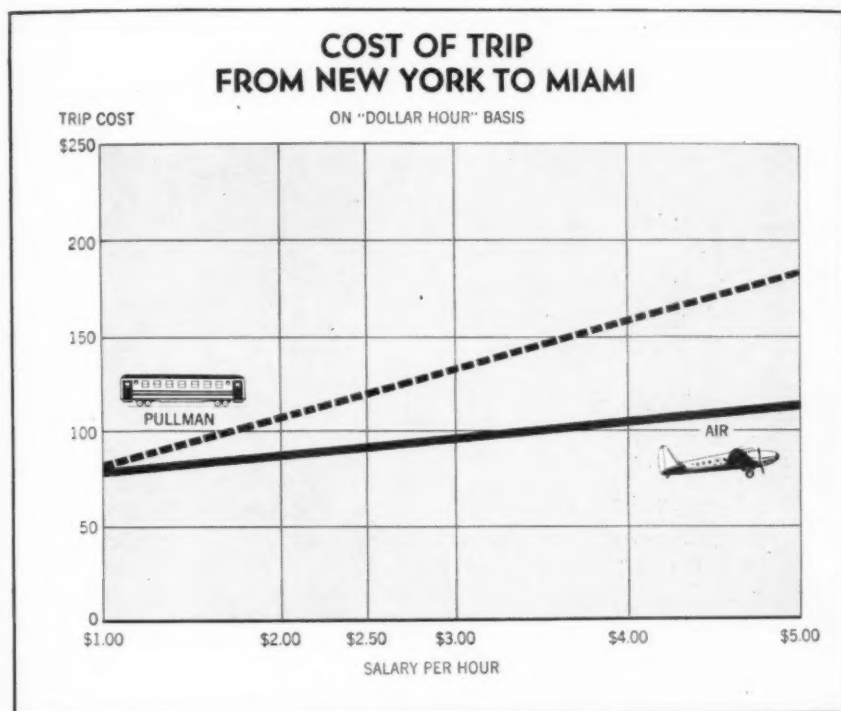


Table 2

“Dollar-Hour” Costs for 10 Trips by Bus, R. R. Coach and Air Transport

Assuming that a salesman earning from \$30 to \$100 a week is traveling during business hours—what is the *real* cost of the trip? To the basic fare must be added the value to the company of the time consumed. Thus if a man earning \$2 an hour takes a four-hour train trip costing \$5, the *real* cost is four hours at \$2 each, or \$8, plus the \$5 fare, or a total cost of \$13 . . . Would it be more economical to make the trip by bus or by plane? The chart gives the answer for ten trips of under 500 miles. See text for further explanations.

		Mileage	Fare, One Way	Elapsed Time	TOTAL COST, SALARY-HOURS ADDED			
					\$.75	\$1.00	\$2.00	\$2.50
New York to Boston	Bus	232	\$2.95	9 hr.	\$9.70	\$11.95	\$20.95	\$25.45
	R. R. Coach	229	4.60	4 hr. 30 min.	7.98	9.10	13.60	15.85
	Air	207	11.95	1 hr. 20 min.	12.95	13.28	14.61	15.26
New York to Pittsburgh	Bus	419	6.60	12 hr.	15.60	18.60	30.60	36.60
	R. R. Coach	439	8.80	8 hr. 35 min.	15.24	17.38	25.96	30.25
	Air	362	21.00	1 hr. 57 min.	22.46	22.95	24.90	25.78
New York to Washington, D. C.	Bus	235	3.30	8 hr. 30 min.	9.68	11.80	20.30	24.55
	R. R. Coach	226	4.50	3 hr. 35 min.	7.19	8.08	11.66	13.45
	Air	221	12.20	1 hr. 30 min.	13.33	13.70	15.20	15.95
Chicago to Kansas City	Bus	500	6.75	16 hr.	18.75	22.75	38.75	46.75
	R. R. Coach	451	9.19	7 hr. 30 min.	14.82	16.69	24.19	27.94
	Air	411	21.50	2 hr. 8 min.	23.10	23.63	25.76	26.83
Chicago to Minneapolis	Bus	420	6.00	14 hr.	16.50	20.00	34.00	41.00
	R. R. Coach	407	8.15	6 hr. 30 min.	13.03	14.65	21.15	24.40
	Air	391	16.50	2 hr. 15 min.	18.19	18.75	21.00	22.13
Chicago to Pittsburgh	Bus	420	6.60	14 hr.	17.10	20.60	34.60	41.60
	R. R. Coach	468	9.40	7 hr. 40 min.	15.15	17.07	24.74	28.58
	Air	393	23.95	2 hr. 29 min.	25.81	26.43	28.91	30.15
Chicago to St. Louis	Bus	270	4.00	9 hr. 45 min.	11.31	13.75	23.50	28.38
	R. R. Coach	284	5.95	5 hr. 15 min.	9.89	11.20	16.45	19.08
	Air	255	12.95	1 hr. 40 min.	14.20	14.62	16.29	17.13
Washington, D. C. to Pittsburgh	Bus	300	4.85	10 hr.	12.35	14.85	24.85	29.85
	R. R. Coach	368	6.05	9 hr.	12.80	15.05	24.05	28.55
	Air	243	13.40	1 hr. 20 min.	14.40	14.74	16.08	16.75
San Francisco to Los Angeles	Bus	400	6.00	12 hr.	15.00	18.00	30.00	36.00
	R. R. Coach	470	9.47	9 hr. 30 min.	16.60	18.97	28.47	33.22
	Air	347	18.95	2 hr.	20.45	20.95	22.95	23.95
Kansas City to Oklahoma City	Bus	322	5.85	11 hr. 15 min.	14.29	17.10	28.35	33.98
	R.R. Coach	379	6.86	7 hr. 15 min.	12.30	14.11	21.36	24.99
	Air	334	18.60	2 hr. 24 min.	20.40	21.00	23.40	24.60

the executive whose time is worth \$5 an hour, comparative costs are bus \$52.75, rail \$32.20, and air \$21.30.

Undoubtedly the time is coming, and is not far distant, when the actual monetary cost of transportation (the first cost) will not be accepted as the controlling cost any more than first costs are the sole consideration in the purchase of automobiles or other machines.

It is the business of the sales executive to examine means of transportation so that he may tell his salesman to select that mode of travel which will be the most economical—and this reasoning of course applies to his own

travel. Companies pay their salesman and their sales executives a salary, and their time has a definite per-hour value to the company. Unless the salesman and their bosses are using that time to the best advantage, they are spending the company's money uneconomically.

Transportation as a factor in the operating of a sales department is becoming more and more important, and as new and improved forms of transportation come into being, the executive must adapt himself to these changes and readjust his plans so as to take full advantage of the savings made possible by faster schedules and lower rates.

In the following study SALES MANAGEMENT has brought the dollar-hour costs for executives' and salesmen's travel up-to-date, and has improved the original studies (which covered 11 trips by bus, railroad coach and plane) by projecting six other typical domestic trips, by making special comparisons between lower berth Pullman and airplane fares and by comparing the cost of three foreign trips by steamship as against airplane.

How Costs for Pullman and Air Are Figured in Table 1

The table shows costs for 17 typical domestic trips ranging from 207 miles to approximately 3,000, based on these assumptions: That the trip is made for business, that it is made during business hours, that considerations of relative comfort are omitted, and that the trip is made without recourse to extra-fare trains.

Obviously such comparisons can be only approximately correct. Some trips—such as the one between New York and San Francisco—could not be taken entirely during business hours. Some others would not be taken entirely during business hours except under unusual circumstances. The editors suggest to readers who feel that these are important exceptions that they study the basic comparisons in the table headed “All Transportation Costs,” which makes no allowances for the value of salary hours, in addition to the costs given under “Total Costs, Salary-Hours Added.”

In Table 1 it is assumed that the traveler takes the fastest non-extra fare train and travels in a lower berth. To this basic railroad fare is then added a conservative allowance for meals and tips. Airplane costs are for the one-way air ticket with no costs added.

The elapsed time given is from one transportation depot to another. Railroad men may argue that time consumed in going from a mid-city airline ticket office to the flying field and vice versa should be considered in the elapsed time. We have not done this because there is no way of telling whether a traveler will proceed to the airport from a home nearby or from the center of the city. Recently one of the SALES MANAGEMENT editors proceeded with three other travelers from the airline ticket office in Chicago's Loop to the municipal airport; but when the plane took off, there were 17 more passengers—men and women who provided their own transportation from near or far distances.

As against any protest which railroad men might make over the fact that no costs have been added to the air ticket, the air transport industry is

SALES MANAGEMENT



How a smart tomato made KETCHUP SALES JUMP

THE H. J. Heinz Company ran a 4-color double spread on tomato ketchup in the May 4th issue of The Saturday Evening Post. The ad was also reproduced on display pieces supplied to Heinz salesmen. Things happened fast:

More than 20,000 displays went up in grocery stores.

Sales of Heinz Ketchup zoomed throughout the country—as much as 249% and 442% in individual stores.

Sales stayed up after the displays were taken down.

These striking results led Heinz to repeat the same type of promotion—on other Heinz products—every succeeding month.

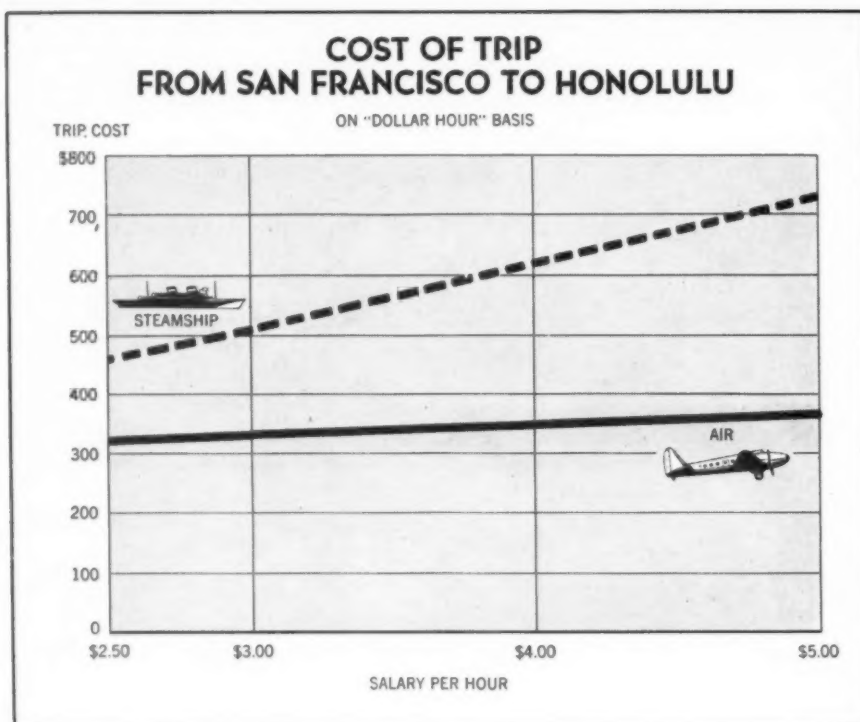
Another dramatic demonstration that the Post wins enthusiastic dealer cooperation—that dealers know their customers read advertising when they see it in the Post.

No wonder you find advertisers like Heinz in the Post for 32 years.

People pay attention when you put it in the

POST





entitled to a strong rebuttal on the ground that air credit cards are available to practically all salesmen and sales executives and through the use of these it is possible to secure a 15% discount from the air fares as shown in Table 1.

Table 1 shows for men earning from \$40 weekly to \$200 weekly (specifically for salary hours valued at \$1, \$2, \$2.50, \$3, \$4, and \$5) the elapsed time, Pullman and air, for 17 trips, the one-way fare, the allowance made for meals and tips for train travelers, all transportation costs, and total costs with salary-hours added.

The basic fares plus meals and tips show an advantage for the railroads on every trip, although on five of them only pennies separate the cost of the two forms.

But because air transportation is much more rapid, the column "Total Cost, Salary-Hours Added," shows an advantage in favor of the airlines even for the \$1 an hour (or \$40 a week) man, and in the case of the \$10,000 a year executive, the average cost by air is in some cases less than half that of the Pullman cost.

Comparisons for Bus, Railroad Coach and Air Transport in Table 2

Much the same assumptions and qualifications apply to Table 2 as to Table 1. It is assumed that the trip is made for business, that it is made during business hours, that considerations toward relative comfort are omitted and that the trip is made without re-

course to extra-fare forms of transportation. In Table 2 nothing has been added to the basic transportation charge. The table shows for ten trips of under 500 miles (all of which are also included in Table 1 in a comparison between Pullman and air) that when salary-hour costs are added to the basic transportation charges, railroads are more economical than the buses, and in every case but one are more economical than air for travelers earning less than \$2 an hour.

On the New York to Boston trip air becomes more economical at \$2.50 an hour; New York to Pittsburgh at \$2; New York to Washington not until the \$4 rate is reached; Chicago to Kansas City at \$2.50; Chicago to Minneapolis at \$2; Chicago to Pittsburgh at \$3; Chicago to St. Louis at \$2; Washington to Pittsburgh at \$1; San Francisco to Los Angeles at \$2; and Kansas City to Oklahoma City at \$2.50. The editors have assumed that salesmen and sales executives earning more than \$2.50 an hour are not likely to travel by bus or railroad coach and dollar-hour costs for higher priced men are not given in Table 2.

Table 3 Gives Comparisons Between Steamship and Airplane Costs

In making the comparisons between steamship and airplane costs to Havana, Rio de Janeiro and Honolulu from domestic ports, one difficulty was encountered which did not apply to the comparisons on domestic travel. A steamship offers a great variety of accommodations, a great variety in rates. For purposes of comparison, the editors have assumed that their prospective steamship travelers would want single cabins outside on the B deck. On any boat they could take less costly or more costly accommodations, but the type of cabin selected is not far from the median average in costs, tourist class omitted. On the New York to Rio de Janeiro trip by steamship two rates apply—on season and off season. The rate shown in this study is an average of the two.

The dollar-hour costs in Table 3 are subject to the same assumptions and qualifications which apply to the other tables—business trips on company time.

Sources of Information

For Tables 1 and 2 fares, distances and elapsed time were worked out for SALES MANAGEMENT by the following authorities: Grand Central Ticket Bureau of the New York Central Railroad Co., Air Transport Association, Chicago; New York office of the Greyhound Management Co. The Air Transport Association also supplied air rates and times on the three foreign trips while steamship rates and times were obtained from Thomas Cook & Sons and the Matson Line.

Table 3
"Dollar-Hour" Costs on 3 Trips
Steamship vs. Air Transport

		One Way Fare	Elapsed Time	TOTAL COST, SALARY-HOURS ADDED			
				\$2.50 (\$100 wk.)	\$3.00 (\$120 wk.)	\$4.00 (\$160 wk.)	\$5.00 (\$200 wk.)
New York to Havana	Steamship	\$75.00	2 days, 2 hrs.	\$225.00	\$255.00	\$315.00	\$375.00
	Air	91.75	10 hrs., 15 min.	117.38	122.50	132.75	143.00
New York to Rio de Janeiro	Steamship	530.00	12 days	1,250.00	1,394.00	1,682.00	1,970.00
	Air	521.75	2 days, 17 hrs.	684.25	716.75	781.75	846.75
San Francisco to Honolulu	Steamship	190.00	4 days, 12 hrs.	460.00	514.00	622.00	730.00
	Air	278.00	17 hrs., 30 min.	321.75	330.50	348.00	365.50

1841

100

1941

An Expression of Appreciation

Prairie Farmer's Centennial Number, commemorating a Century of Progress in Agriculture, has just gone in the mail.

To the advertisers and advertising agencies whose cooperation made possible this greatest of all issues of *Prairie Farmer*, I extend my heartfelt thanks and appreciation.

I feel that this 196-page issue stands out as a monument in farm paper journalism and take pardonable pride with my associates in the accomplishment. In no small measure does it reflect the ability of our editorial staff and standing and prestige of *Prairie Farmer* in its territory. Certainly it sets the highest of standards for the start of *Prairie Farmer's* Second Century of Service to subscribers and advertisers.

If you would like a copy of *Prairie Farmer's* Centennial Number, I shall be glad to send one with my compliments.

Russell D. Butla

Publisher

PRAIRIE FARMER
Centennial Year Since 1841

1230 Washington Blvd., Chicago

Home of WLS—the *Prairie Farmer* Station

SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

Don't Forget Old Customers Amid Rush Defense Orders

Except for actual war, nothing in history could affect our national life as profoundly as the defense program. No business will be untouched by its widespread influence. While expansion and humming factories will bring increased profits, they will also bring complications. One headache will be that of taking care of orders from old customers.

C. E. Butterfield, vice-president of Manning, Maxwell & Moore, Inc., covers the last point in a timely and well-expressed letter that would apply with equal effectiveness to almost any business nowadays. See if you can't adapt his idea to your own purposes.

As you will note, the judges awarded a prize to it in last month's Round Table competition. Read on and you'll see why. "At this time, when orders are so plentiful from so many sources, may I express the thanks of all of us here for the orders that you have given us through the years. Your orders and orders from good customers like yourselves have kept us in business. Without them we could not have survived.

"Permit us to assure you that in the period of difficulties that may be ahead of us, we will give orders from you and our other regular customers prompt and continuous consideration.

"We intend to protect our pleasant relationship with you throughout any emergency that might be ahead of us. We may not be able at all times to make fire-alarm deliveries—but we will be able to deliver our orders from you ahead of orders from new customers to whom we are less deeply obligated.

"You are aware of the important improvements that have been made in both

our engineering and manufacturing. You also should know that during the past year we have made more additions to our organization to improve the quality of our personnel. We are in better shape than ever in our history to take care of an increase in business. We are organized to care for our regular business.

"You can help us by placing your orders as far as possible in advance; but whether or not you do, we are set up to protect all the requirements that you may commit to us.

"Please understand that we regard this as a selfish policy in our own interests even more than yours." That closing paragraph is frank enough to carry conviction.

After You've Made a Bid Does Mr. Prospect Doze Off?

How to follow-up the quotation or bid when no order has come from the reluctant prospect is one of those everlasting problems of salesmanship. There is no single "best" method. There can't be, any more than there is a single play that will win a football game. Wise salesmen follow a variety of methods.

Here's one that has proved its value to W. E. Johnson, of Harris Brothers Co., Chicago. Not only did it bring orders; many suggestions, criticisms and objections were also evoked.

"When your quotation file was placed on my desk this morning it meant just one thing—that your order has not yet been received.

"That tempts me to do the customary thing—to write you a long letter, telling how good our material is and how low our prices are. But what's the use. You know about what I would say. So to save your time we will just skip that part.

"The important questions are: 'Is there anything more I can do to justify your business? Have I overlooked anything in my quotation?'

"Will you kindly let me know on the bottom of this letter, or on the other side if that isn't enough space? Many thanks in advance."

A Fresh and Highly Efficient Method of Collecting

A different angle of approach to the collection of overdue accounts is also provided by the national defense efforts. L. E. Reid, president of American Electric Co., St. Joseph, Mo., reports the following was the most successful letter ever used by his firm.

Many dealers requested the privilege of putting it to their own uses. There is no copyright, so you can do the same.

"The enormous expenditure on the defense program is bound to put a large amount of money in circulation. This will greatly stimulate business.

"A problem confronts us with delayed shipments. The defense program being given preference has brought about delays in shipment and the factories advise they will grow worse. We, therefore, appeal to you for cooperation.

"The only way we can continue to serve you promptly is to lay in a large stock of supplies and this requires money. This is where you can help us to serve you.

"We are not asking you to loan us any money, but you can readily understand that we will have no money to loan you.

"In all friendliness, but earnestly and positively, we appeal to you for cooperation at this particular time, that means so much to you and to us now and in the days to come.

"Please let us have your check for amount past due. If impossible to pay in full, mail your check for all you can possibly raise and write us how and when you propose to pay the rest. Use the inclosed envelope that requires no stamp.

"We sincerely thank you and want to assure you of our appreciation of the good business you have given us, and we firmly believe you will show us your appreciation of the extension we have given you on past due accounts by mailing your check promptly.

"Thank you in advance."

Forced to Lower the Discount Rate? Here's a Painless Way

Harry E. Cotrill, general manager of S. H. Clausin & Co., Spokane, had the ticklish task of informing customers that his firm's discount rate was being chopped in two. No one likes to hear that he is losing something, but Mr. Cotrill cushioned the blow so that there wasn't a single complaint. If you are compelled to lower your discount terms you'll be glad to see how he did it.

"Thank you very much for your check; all of the discount has been allowed as set out in your letter—gladly. Dealers that anticipate their invoices are, in our opinion, to be congratulated; they conduct their business along lines that are profitable.

"For many years money was valued at 6% per annum, but that percentage figure is no longer correct and in the future, we would appreciate your using the figure of 3% per annum for anticipation deductions.

"We people here at Clausin's—everyone of us—enjoy your way of business and you may be sure that we will do everything possible constantly to repay your friendship and loyalty."

Prize-Winning Letters for December

B. A. DICKERSON
Sales Manager

American Machine and Metals, Inc.
Troy Laundry Machinery Division
East Moline, Ill.

C. H. BUTTERFIELD
Vice-President
Manning, Maxwell & Moore, Inc.
Bridgeport, Conn.

FRANK E. BOOTH
Vice-President
Edward Weck & Co., Inc.
Brooklyn, N. Y.

Count the **Readers** per dollar
instead of **Lines** per dollar
..then you'll go **ROTO**, too!

Reach the Entire Family With Roto —the Class of the Mass Circulation

• Roto is used by advertisers to increase sales of nearly every type of merchandise. In 1939 alone more than 100 national advertisers, in nearly as many different lines, used Roto for the first time. They joined the vast army of Roto users who know that a newspaper's Rotogravure Section attracts the maximum number of potential reader-customers.

For the past eight years, surveys conducted under the nationally-accepted Gallup method have conclusively proved that Sunday Rotogravure Sections get a reader traffic averaging second only to page one in volume!

Moreover, your advertising in Roto gets "preferred position" regardless of the page on which it

appears. Roto's magnetic subject matter—appealing to all classes and age groups—sustains reader traffic on every page.

You can use Roto nationally, regionally, or locally. If you wish, you can use Roto to cover better than one out of every two of the nation's homes. Or you can utilize Roto's flexibility to advertise in a selected city or zone.

Learn what Roto has done for products or service similar to yours. For complete information write Kimberly-Clark Corporation. We maintain a service, research and statistical department for the convenience of advertisers and publishers. There is no charge for our service, which is available to you at each of our offices.

*Based on a continual analysis of reader traffic in 21 papers in 17 key cities.

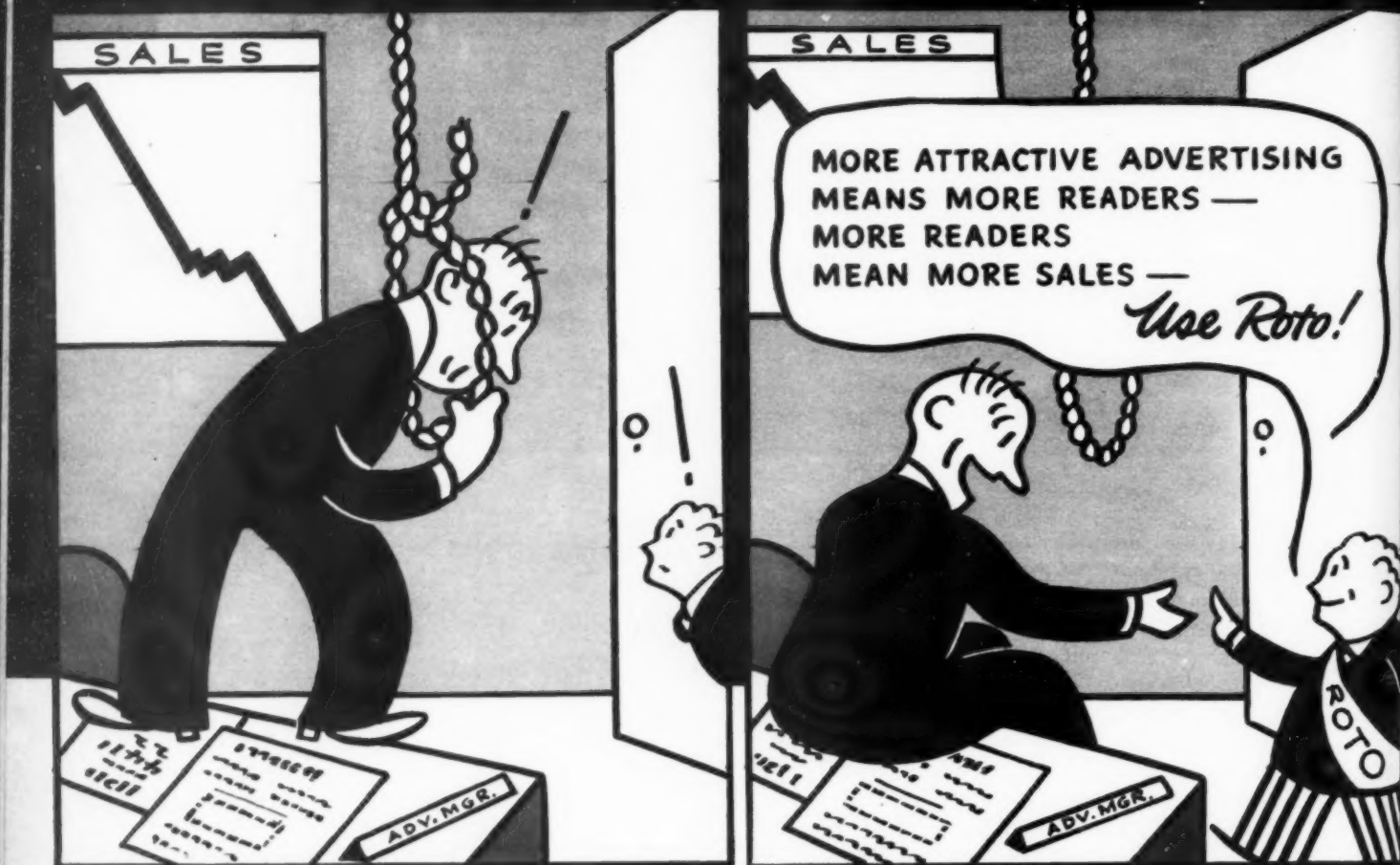
Rotoplate
REG. U. S. & CAN.
PAT. OFF.

THE NATIONALLY-ACCEPTED
ROTOGRAVURE PAPER

Manufactured by
KIMBERLY-CLARK CORPORATION • NEENAH, WISCONSIN
Established 1872
New York: 122 E. 42nd St. Chicago: 8 S. Michigan Ave. Los Angeles: 510 W. Sixth St.



Rotogravure means Business!



YOUR advertising benefits by pluses that are bound to bring additional results, when you advertise in the Rotogravure Sections of Sunday newspapers.

One important plus you get when you advertise in Roto is "preferred position." No matter what page your ad appears on in Rotogravure Sections, it is flanked by editorial matter which attracts a larger reader audience than any other pages of the Sunday paper which are open to advertisers.

As you know, the Rotogravure Section is one of the most eagerly sought

sections of the paper. It appeals to everyone who can influence a decision to buy your product. Mother, Father, young and older children turn to the Rotogravure Section for beautiful and dramatic pictures of the world's news.

Rotogravure is recognized as the "de luxe" section of Sunday newspapers. It has a distinctive, high-grade atmosphere which naturally envelopes the advertising in it—glamorizing and giving additional prestige to products advertised therein. Your product is realistically pictured in Roto's rich monotone or thrilling natural colors, making iden-

tification easier—substitution more difficult at point of sale.

Write Kimberly-Clark Corporation for special studies on reader interest given to Rotogravure advertising drawn from your own classification. If you advertise a food product, a special portfolio of women's or food product advertising with a special analysis is available to you. Similarly with drugs, cosmetics, etc. In this way we may be of help to you in selecting a medium which can promise you a maximum potential audience of newspaper readers. There is no charge for our cooperation.

Rotoplate
REG. U. S. & CAN.
PAT. OFF.

THE NATIONALLY-ACCEPTED
ROTOGRAVURE PAPER

Manufactured by

Kimberly-Clark Corporation Established 1872 **Neenah, Wis**

NEW YORK: 122 East 42nd Street

CHICAGO: 8 South Michigan Avenue

LOS ANGELES: 510 West Sixth St.

PURCHASES TOTALING \$5.00 PUNCHED ON THIS MARGIN ENTITLE YOU TO SPECIAL DISCOUNT ON ONE OF THESE UTENSILS

HERE IS OUR SPECIAL PROFIT-SHARING PLAN

By a special arrangement with the manufacturers we are able to offer our customers an unusual profit-sharing plan whereby they may purchase genuine Master Maid thick cast aluminum ware at tremendous savings. This is the same quality of utensils that have sold at high prices at luncheon demonstrations in the home. Every time you make a purchase in our store, have the amount punched on the margin of this card. For every \$5 worth you will be entitled to purchase one of the utensils illustrated at a discount of 25% to 50% from the regular retail price.

	Former Name	Our Price	Price on Cash Plan
1. 2-Qt. Sauce Pan with Cover	\$ 6.40	\$3.20	\$1.99
2. 3-Qt. Sauce Pan with Cover	7.60	3.80	2.49
3. 4-Qt. Sauce Pan with Cover	8.80	4.40	2.99
4. 10-Qt. Fry Pan	5.40	2.70	1.49
5. 5-Qt. Dutch Oven	9.85	4.93	3.45
6. 16-Qt. Oval Roaster	13.65	6.83	3.99
7. 7-Qt. Preserving Kettle	11.40	5.70	3.99
8. 14-Qt. Corn, Bean, Grid-Broiler	5.90	2.95	1.99
9. 3-Qt. Pansied Tea Kettle	9.40	4.70	3.99
10. 8-Cup Coffee Maker	New Item	3.99	2.99

BE SURE TO HAVE EVERY PURCHASE PUNCHED

Have every purchase you make punched on margin of this card. For every \$5 worth you will be entitled to buy your choice of one utensil.

Printed in U.S.A.

PURCHASES TOTALING \$5.00 PUNCHED ON THIS MARGIN ENTITLE YOU TO SPECIAL DISCOUNT ON ONE OF THESE UTENSILS

Women bought \$375,000 worth of kitchenware in ten months with this punch-card. It was National Brands' most successful deal.

Premiums Women Grab Versus Premiums Women Snub

National Brands Sales Corp. has tried all kinds of premium offers, with results that varied between howling successes and complete flops. Here's a nut-shell summary of its experience.

Based on an interview with

E. W. MAU

Merchandising-Advertising Director, National Brands Sales Corp., Chicago

SEVERAL years ago National Brands Sales Corp. was formed to act as a sales agent for various national manufacturers. Two private brands, Leadway and Del Haven, packed by these manufacturers, are distributed exclusively by the National Brands jobber clientele. This jobber clientele includes several hundred independent wholesale grocers operating from coast to coast. These wholesalers in turn supply tens of thousands of independent grocery outlets. A considerable number of them are identified as National Brands Stores, or affiliated with National Brands Stores and are sponsored by the wholesale grocer.

The corporation offers to its jobbers, at a nominal cost, a carefully planned, efficient promotion, sales and advertising program, for the officials of this organization believe that a successful wholesale grocer must have successful merchandising and advertising. More

and more, during these several years, have premiums come into the picture. Officially they are not known as premiums. National Brands officers prefer to call them "gifts."

Strictly speaking, the special promotion items are not gifts because they are sold. Neither are they, in the fullest meaning of the word, premiums for the same reason.

Some of these so-called gift items go over with a bang. Others, to the surprise of all concerned, have been only partial successes. The object of this story is to point out certain successes and certain failures and to show, if possible, some of the reasons for success or failure.

Mr. Mau, merchandising-advertising director of National Brands, admits in all frankness that he still does not know all about it and that he is set for surprises to come both in the matter of outstanding successes and half-successes. He does think that National

Brands has learned much and that it is steadily improving its batting average. Some of the finest successes have come within the last year.

Aluminum cooking ware was grouped in a deal first offered last January 1. Ten items are available. These include sauce pans with covers, fry pans, Dutch ovens, roasters, preserving kettles, boilers, etc. Trade cards are given out and when the housewife has purchased \$5 worth of Leadway and Del Haven foods and other controlled brands in the store, she can purchase any one item in the group at a specified reduced price. Savings range up to \$2 on a single piece under the regular retail price.

"In ten months we have sold approximately \$375,000 worth of this aluminum ware," says Mr. Mau. "As the demand has expanded more and more, jobbers have put their efforts behind it. Its value as a sales builder lies largely in the fact that a woman, after getting her first item, keeps on buying in the same store until she has a complete set of aluminum cooking ware.

"Any woman knows instinctively that when she gets one of these sturdy aluminum utensils she is acquiring something that will last for years, perhaps a life-time, and something that will give her added pride in her kitchen. We've handled hundreds of deals and have worked hundreds of combinations, but this, in my opinion, stands out as the best business builder.

Usefulness Is What Counts

"Probably the key to it is that every item in the group is utilitarian, handsome and long lasting, and because possession of it gives the housewife lasting pride and satisfaction."

In getting these utensils the purchaser is required to pay from \$1.99 to \$3.99 in cash. Some merchants, when the deal was launched, felt that the prices to be paid for these so-called premium items would be fatal. Many who approached it gingerly have changed their minds and are now promoting it with much enthusiasm.

Another offer, one of the most successful of the year, is the "Lady Esther Silverware" deal. Similarly the housewife was required to have sales totaling \$5 punched out on her trade card as a result of purchases of Leadway, Del Haven or other controlled brands of foods. That done, she could buy a six-piece set of silverware for 59 cents. In six months more than 250,000 sets were moved. Demand has been building up and recently the 500,000 mark was passed.

Sometimes a deal, even though considered successful, works slowly. About two years ago an opportunity

was offered to purchase, at very low cost, a bright breakfast cloth made of cotton and rayon. It was in three colors, heavy to the feel and its value was apparent. The manufacturer was anxious to clean out his stock and made an exceptionally low price. Enthusiastic about the cloth, National Brands took the entire lot.

The breakfast cloths were offered for 25 cents with two coupons showing the purchase of a comparatively low-priced item. To date they've sold approximately 24,000 of these cloths. Demand continues regularly for them. A small peak comes in the Fall and at Christmas time. Some consumers have ordered as many as a dozen cloths at one time.

This deal was tied in with a pound purchase of Leadway coffee. It caused a special spurt in coffee sales. Many National Brands jobbers who were not stocking Leadway coffee, took on this breakfast cloth deal and Leadway coffee distribution was widened considerably.

Two Summers ago a manufacturer was found who had an over-run on a batch of wooden salad bowls. To get rid of the small lot, he offered them at an attractive price. National Brands took them on. Now there's a point of peril in making such a limited offer. If the deal sells out, and you can't get more, what are you going to do about it? National Brands thought it over and put them out as a short, quick sale.

Too Big a Success

One bowl, with a wooden fork and spoon, could be had with a jar of salad dressing and 25 cents. Because of the limited supply, the outlets were restricted. Before the deal was ended, short and limited as it was, the bowls were all gone and, to make good, National Brands had to go out on the market and buy bowls at retail.

National Brands was given an opportunity to make a purchase of a so-called "complete flower garden" collection of seeds. They were packaged under a well-known seed house brand name. The idea originally was that the housewife could get a collection of seeds, selected by experts, with a value of a dollar if bought singly in individual packets. The seed house was ready to unload the lot at a price so low that National Brands could pass them out as a gift deal for ten cents. That looked like a dollar value for a dime. The seeds were taken on with avidity. Result?

The consumer response to the seeds was slight. In the end, National Brands found a buyer who would take them off its hands. Looking back National Brands now sees two holes in

the flower seed deal:

(1) Any flower seed deal is by nature seasonal. Seeds must be moved quickly, in a few Spring weeks or they are a holdover for a year.

(2) The average woman wants to pick her own varieties. She knows just what she wants, and nothing else interests her at any price.

It's safe to say that National Brands will leave flower seeds strictly out of its merchandising programs to come.

Another deal that didn't go so well was built around a ladies' compact. A coupon was packed in each tin of Leadway, Del Haven and Freshway coffee. Present the coupon at the store where the coffee was bought and you could get the compact for 35 cents. It was a handsome compact and the value was there. What is remembered most about that deal is that the coupons didn't come back in any great volume and the compacts didn't go out. Why?

The only answer seems to be that women are that way about compacts.

Then there came a chance to make a good buy, in matter of price as compared to quality, of bed sheets and pillow cases. Every woman uses sheets and pillow cases. Promotion literature was printed and sent to the jobbers to be passed on to the retailers. This one just couldn't fail to click.

It didn't click, and for a reason that set everyone back on his heels. Wholesalers and retailers spotted the flaw at once. The reason? Freight rates. Cotton cloth, packed tight, is heavy and bulky and it carries a shipping rate that mounts up. At the price the deal was figured every sale would put the transaction outlined so much in the red at far away points that it made it impossible to take on the deal.

Some items are seasonal, others geographical. For example, there's a premium available through National

Brands Stores that has a big demand in the North in the Fall and Winter, but doesn't make much headway in the South at any time. It is a fine, fleecy woolen blanket. There's another that is a push-over in the southern states in the Summer, but doesn't do much up North. It's a home-size electric fan with rubber blades.

Health scales are better premiums in cities than in the country. City women go in for streamlining more. Any woman anywhere will welcome silk stockings. Footballs as premiums must be offered in the early Autumn. Cameras do best in the Summer. Radios as business boosters can be best offered in the Fall and Winter. Kitchen items such as electric mixers, coffee makers and irons, if of good quality and appearance, can almost always be figured in the wanted class, regardless of locality or season.

Some Hits, Some Errors

Often National Brands does not originate the deals it promotes. Manufacturers, in such cases, develop them, work up the merchandising ideas, and present them to National Brands. The latter, then, if it finds them acceptable, picks them up and carries them on.

National Brands also supplies a streamlined advertising service, at a nominal cost, to its jobber clientele. This service includes newspaper mats, suggested layouts for both handbill and newspaper advertising, window posters, all aimed to help the local independent grocer. One such series now in the mill, keeps repeating:

"Why TOTE Groceries?"

Each has as its central idea a cartoon aimed at the futility of the housewife "trucking" her own groceries home. They point to the drudgery of it. The nuisance. Instill the thought that it's back-breaking, the kind of work a mule should do. Purpose?

War on the chain stores.

Another feature of National Brands advertising program is a four-page, two-color tabloid handbill. This tabloid carries a maximum amount of consumer interest; a grocer's sales are often trebled by his distribution of this effective advertising medium to his customers. The entire creation of the tabloid is under the direction of Mr. Mau and his staff.

Plans and promotions are constantly rolling out of National Brand's merchandising department. Some are phenomenal, others not. Some appeal to one jobber and the same promotion is "cold turkey" to another jobber. That's the way it goes. But the betting average is well above average for successful acceptance of National Brands merchandising ideas.



"Stool pigeon!"

CAN

You

MAKE 40,000 CALLS TOMORROW?

To do in a day or a week a task which would take any one company a month or a year—and to do it more accurately and far more economically—is every day work for Ross Federal.

Yes, we can make 40,000 calls for you tomorrow. (That's just over ten calls per day per man. Very likely your particular problem requires more time per interview, would take a little longer. But you see, it is possible!) Whether your problem is market research, inventory checks, sales detailing, placement of advertising displays at point of sale, radio coincidentals, readership test, Ross Federal can do it.

If you want personal sales and promotion contacts—whether you want to test a town or cover the nation—why not talk with a Ross Federal man today?

ROSS FEDERAL RESEARCH

CORPORATION • 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

FIRST with the Facts!



Built TO TAKE IT!

BANTAM BEARINGS HELP INDIAN MOTORCYCLES STEP UP POWER

Speeds up to 6,000 RPM make existing demands on the bearings as the Indian 74 packs 40 horsepower into its smartly designed twin cylinder, air-cooled engine. Bearings must be accurate in tolerances—long in life—able to take terrific punishment at high speeds. Bantam designs special roller bearings to meet these requirements—flat ground rollers mounted in a retaining ring. And Indian Motorcycle Company installs these Bantam Bearings at 14 vital points—4 on the connecting rod, 6 on drive and pinion shaft, 3 each on front and rear wheels.

This is a typical instance of Bantam's service to industry—a service that includes the manufacture of every standard type of anti-friction bearing, the design of special bearings for unusual applications, engineering advice based on years of experience.

Yes, too, can profit by Bantam's skill and experience. For recommendations on standard bearings that fit your needs—or for the design of special bearings, large or small—TURN TO BANTAM.

BANTAM BEARINGS CORPORATION • South Bend, Indiana

BANTAM BEARINGS
STRAIGHT ROLLER • TAPERED ROLLER • NEEDLE • BALL

9444, Mechanical Engineering, June, 1960 Steel, June 24 Iron Age, August 15 Machinery, August Machine Design, Sept. Product Engineering, Sept. Automotive Industries, Sept.

Why We Merchandise Ads to the Hilt for Dealers and Salesmen

Reprints and preprints are the two main methods by which this technical product gets increased returns from its advertising dollar. There are others. But they all mesh with personal selling efforts to benefit customer and company.

BY JOHN K. CRIPPEN
Advertising Manager, Bantam Bearings Corp.,
South Bend, Ind.

AN advertising manager should never forget that he is a salesman. For advertising is selling. True, the two techniques differ somewhat. We do not meet our prospects face to face. Our methods of selling concern themselves mostly with visualized presentations, not verbal ones.

But we are—or should be—aiming at the identical objectives of the salesmen, attempting to reach the same individuals and also types or classifications of individuals. Ours is the artillery support of the frontal attack of the sales force.

Thus, the responsibilities of an advertising manager cannot end with

the creating and placing of effective advertising. To utilize to the fullest possible measure printed salesmanship's potential power there is the necessity of correlating advertising with sales activities.

This means the minimizing of swivel chair advertising methods. It means more frequent direct contact with your sales forces, and your sales manager's planning. It means, too, the establishing of a closer liaison, making advertising as useful as possible to salesmen. Such helpfulness, of course, must also be extended to all the various channels of selling—dealerships, distributorships, etc.

One of the most direct ways of mak-

ing your advertising of real service to sales is simply to tell your representatives and other sales outlets about those ads. This process immediately becomes retroactive. Mr. Salesman begins to use the ads to further his own and his company's interests. Conversely, he establishes a mental habit of cooperation, begins writing to the advertising department, contributing valuable comments and suggestions.

In our case, because advertisements of our bearings are essentially technical in nature, we have realized that each one of them forms a valuable "case history" study of some typical bearing application. Beyond the primary purpose of the ad—to establish contact with our prospects—we have found that ads are of practical, personal value to the salesmen.

Our sales department long ago formulated a policy of "Cooperative Advertising," a familiar policy with many advertisers, whereby leading customers and their products are featured in trade-journal and non-technical "general" or direct mail advertising.

Salesmen Must Be Shown

A cooperative folio is used by our salesmen. In this book are classified reprints, and preprints of all technical and general-type ads, featuring users and applications of our bearings to various products, in the machine-tool, metal working, automotive and diesel, engineering, oil production and specialty fields.

But to make this folio work is another matter. We have found that constant personal and direct mail support is needed. Results have shown that salesmen can and will use their cooperative advertising book to real advantage, when they are shown and told how to use it.

We use frequent memoranda, accompanying preprints of ads to be inserted in the various publications. We consistently call the representative's attention to the value of these sales tools, pointing out that ads featuring a difficult precision-bearing application, for example, constitute excellent proof-of-acceptance. At the same time they demonstrate ways in which the salesman may show his prospect how he may use similar bearing installations.

Here, for example, is a typical memorandum, which recently accompanied a set of three preprints of ads to be inserted in 16 monthly, bi-monthly and weekly publications:

"Enclosed are three preprints of ads, headlined, 'Built to Take It!' 'Roller Bearings Throughout,' and 'Scissors for Ribbons of Racing Steel.' The first two ads will appear in the following publications this month (list of publications given). 'Scis-

sors of Racing Steel' is to occupy our usual position, opposite the inside back cover of *Time* news-magazine, and is also being sent to all dealers, printed on heavy stock, for insertion in their 'perpetual counter displays.'

'Roller Bearings Throughout,' featuring Atlas Pumpers in the oil field publications, applies strictly to that field. However, conditions encountered, in this application are, you know, typical, and you can use the presentation to good advantage to show the Quill Bearing's versatility. In the oil field, pumpers conditions of rotation, oscillation, reversal loads, difficult-lubricating problems are more exacting than in many other fields. Pumpers must operate 24 hours of the day—in the open—and must handle *tremendous* loads. These conditions prove further the ruggedness and dependability of the bearing.

In addition to the above type of information-giving memorandum, which is invariably sent with reprints or preprints of every ad scheduled, the writer has made it a habit frequently to write, soliciting the salesman's cooperation in promotion of reprints for direct mail use by companies featured in the ads.

Reprints Build Good Will

Salesmen are often able to secure good-sized "orders" for reprints, and to stimulate the customer's interest in their use through applying a bit of good selling, during their conversations with engineers, purchasing agents, and others. Abundant good will, too, is thus engendered. Representatives are instructed, also, to promote these ads to other firms having products similar to the ones featured. Such promotion frequently results in our securing a usable file of material from a customer wishing his equipment promoted in our ads.

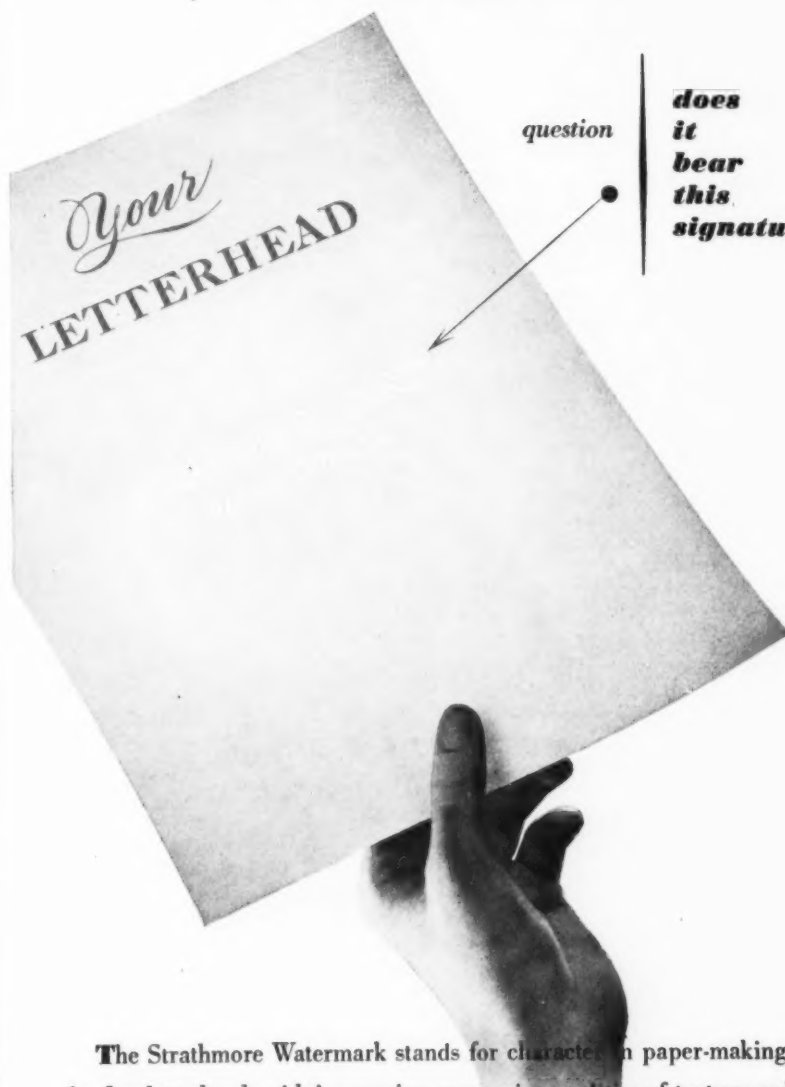
To increase the effective utilization of reprints further we have occasionally offered our services in merchandising a customer's products—particularly those of distributors or dealers handling varied lines of equipment and machinery. It involves merely the furnishing of a quantity of suitable reprints, and preparing one or more "merchandising letters" to accompany them. These letters are, of course, sent out on the customers' own letterheads, and at their expense. Appropriate paragraphs tie-in our line of bearings with other products.

We have used, with increasingly noticeable success, three variations of the above plan. Again, these efforts are basically quite simple, but we believe their very simplicity makes them all the more usable, and helpful both to our sales force and to our customers.

The first of the plans involves the merchandising of a customer's product simultaneously with our own, by means of a reprint which is printed on both sides. To accomplish this, we select a particularly effective trade paper ad

suggestion

hold your letterhead to the light



question

does
it
bear
this
signature?

The Strathmore Watermark stands for character in paper-making, for fine letterheads with impressive, expressive qualities of texture and surface. A letter on STRATHMORE BOND, or STRATHMORE WRITING, will cost less than 1% more than a letter written on the cheapest paper you might buy. And on STRATHMORE PARCHMENT, or STRATHMORE SCRIPT, as fine papers as can be made, a letter costs only 2.9% more. At so little difference in cost, such extra effectiveness is true economy.

* * *

THE STRATHMORE BUSINESS PERSONALITY CHECK LIST shows all the ways in which a business is seen and judged by its public, gives all the *appearance factors* important to your business. Write on your business letterhead for this check list. STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS.

STRATHMORE

MAKERS
OF FINE
PAPERS

JANUARY 15, 1941

[71]

HOW TO GO-TO-TOWNS

A MOTHER writes from a small town. "At what age can children get married in each of the states around Iowa? Would appreciate an early reply."

And "at time of death," comes another question, "what courtesies are extended and to whom?"

Questions never confided to anyone but a loyal family friend are constantly coming in to THE HOUSEHOLD MAGAZINE—warm friend of 1,825,000 families—read by more women than any other magazine in the towns under 25,000 population.

You can't "make out" you're a small town friend; you've got to *BE* one. If your editorial angle on cookery, say, were frenchy or "let's pretend," they'd spot you dead. For mother needs all the makings of 3 home meals every day for all the family (usually numerous). Home and mother must serve for even the Ladies Aid banquet or the Legion blow-out. The big quantity of quality foods in small town homes largely explains why no other monthly exceeds HOUSEHOLD in advertising volume on mechanical refrigerators, for instance.

And small town demand for this modern high-cost item suggests purchasing power as well as progressiveness. Indeed, 66% of all U. S. electrical dealers are in the towns under 25,000—exactly where HOUSEHOLD circulates.

That's where there are also 49% of drug stores, 82% of car dealers, 47% of food stores. You've got a whole lot of your goods in the towns under 25,000 if you have wholesale distribution. And you can really know you've got a whole lot of your advertising right there—directly—acceptably—economically—with HOUSEHOLD on your list.

THE HOUSEHOLD MAGAZINE,
Arthur Capper, Publisher, Topeka,
Kansas. New York—420 Lexington Ave.
Chicago—180 North Michigan Ave.
Detroit—3-161 General Motors Bldg.
San Francisco—1207 Russ Bldg.



of a customer's, and offer to supply these free, in any quantity and colors desired for direct mail circularization. We, of course, request the plates. At the same time, we ask that our ad be allowed to appear on the reverse side. That ad will be one featuring the company's equipment. The tie-in is natural and effective, for one side of the reprint contains detailed information on the piece of equipment, the other side complete information on the bearings used in that equipment.

The plan is a success because it assures distribution of our reprints under the best possible conditions, with distribution costs sustained by the customer himself, and sent to his own select lists.

"Group" Promotions Effective

The second plan of "reprint merchandising" involves the group promotion of a number of similar pieces of equipment. The ad appears first in a number of trade papers, and is then used for rather extensive direct mail circularization, with other appropriate enclosures.

In a two-page, two-color ad we recently presented a number of machines which were operated by "fluid power" units manufactured by one of our customers. We featured mainly the advantages of "Oilgear-Bantam-Equipped Units." The prospect could, naturally, select any one or more of the machines, consider them from the standpoint of their applicability to his particular problems. The piece proved to be more than a mere good will getter, promoting some direct bearing business.

Ads of this type are later made available in reprint form, quantities being sent to manufacturers who will use them. The double-page spread adapts itself well to a four-page letter, the spread occupying pages two and three. Page one becomes a form letter, with an appropriate message thereon, and page four may be used—and is used—for a single large illustration of one of the units (or, when used in our own direct mail work, for a large bearing photograph and highlighting information).

We have also used the group promotion idea in fields other than those of metal working. In the oil production and oil drilling industries, for example, we have found it particularly effective. In many cases, the companies whose products are shown in the group have very limited advertising appropriations. At the same time, these firms appreciate the advantages of having their products represented in the spread, along with other better-

known makes.

And because many of these firms, too, specialize in varying types of similar equipment, for varying types of work, we can put to work the group promotional pieces to create a tremendous amount of good will for these companies, and, at the same time, stimulate the sales of our bearings which go into the manufacture of their equipment.

We use the above promotions in several ways. Salesmen are one important factor in their distribution—particularly those who call upon buyers in the oil industries. We circularize an up-to-date list of engineers, production superintendents, field maintenance men, and others, to assist the salesmen in their job of boosting "Bantam-Equipped Units." At the most recent Tulsa International Petroleum Exposition, large quantities of the folders, with special printing on the front cover, were handed out to those in attendance.

Only a limited supply of point-of-sale material is used, among which may be included convention displays—at steel shows, metal-working shows, and oil shows. We also use some counter displays, which are furnished free of charge to dealers.

To further exploit our direct mail, magazine, and sales exploitation of Bantam-equipped products, we used a huge blow-up of the center-spread of one of these pieces.

"Perpetual" Displays for Ads

The spread which was used showed a group of pumping units equipped with our bearings, with a large walking-beam of a pumper bearing the slogan "Bantam Equipped." It was a blow-up of the piece, and done in the same colors. Further sales support was lent in the use of replicas of our standard metal tag, which bears the copy: "A Better Machine Using Bantam Bearings." These were hung on pumping units, rotary drill tables, and other units shown by our customers in their various booths at the Oil Show. The same replica appears on the back page of the direct mail pieces and the hand-outs.

Our *Time* advertising is merchandised in a somewhat similar manner. The "perpetual" displays are attractive four-color and chromium modernistically-designed units, sent to all dealers. A red frame mounted in the display, plus lettering, helps to simulate a *Time* cover. Latest *Time* reprints—mounted on heavy stock—are sent to the dealers for slipping into grooves provided in the back of the display. Thus, up-to-date reprints are always in place, and the display is given a

change of appearance with each new ad.

The merchandising of *Time* advertising, too, is kept in tune with our sales activities. We prepare a rather informal note, which is embodied in a letter prepared by *Time's* staff, and sent out to our dealers along with the latest copy of the magazine containing our ad.

This correlation of advertising with sales activities, we feel, is helping in many ways. Direct mail advertising becomes more effective, with the active participation of salesmen who keep us posted with important information on new prospects and types of prospects. Cooperating customers, too, add effectiveness through efforts in their and our mutual interests. Trade journal and general advertising alike improves both in quality and effectiveness through interchange of ideas between advertising and sales departments—encouraged by consistent promotional efforts.

Call it merchandising, promotion, or what you will, it is mighty important. In the case of Bantam Bearings Corp., we are sure that it pays to give our advertising the direct support of our personal selling efforts; and, conversely, to make it become, as truly as is possible, a sales weapon designed for the salesman's needs.

Advertising Campaigns

(Continued from page 21)

sum. John Hancock Mutual Life Insurance Co., Boston, guarantees the annuity.

Five \$500 bills and 50 \$10 bills will also be given weekly as lesser prizes in six weekly contests. The first closes February 1, the last March 8. One large and one medium size Ivory wrapper—or the traditional facsimile—must accompany entries.

Newspapers, newspaper magazines, magazines, and CBS network programs will promote the contest. Compton agency, N. Y., is in charge.

Some years ago Camay soap ran a similar annuity contest. Wonder if Mr. Procter or Mr. Gamble ever calls on the winner to see how he, or she, is spending that \$100 a month?

Happy Birthday

Add another to the list of companies giving away something for nothing by radio: Axton-Fisher Tobacco Co., Louisville, in behalf of 20 Grand cigarettes.

Last Friday from 9:35 to 10 p.m., EST, on the NBC Blue network 20 Grand's give-away started. A guest artist takes from a birthday cake a

candle which is marked with a certain birthday. Then from a giant package of 20 Grand's one monster cigarette is selected which identifies a specific congressional district out of the 426 in the nation. All persons born on that date in that district share in a \$1,000 birthday present. Nothing to buy, not even a facsimile to trace out.

The program will continue each Friday, say Weiss & Geller, Chicago agency in charge.

Hats On

Frank H. Lee Hat Co., N. Y., starts the most extensive ad campaign of its

50-year history in March. Its "Water-Bloc" hat gets space in *Collier's*, *Saturday Evening Post*, on outdoor posters, and in over 30 college dailies. "Aetna, the insured hat," also gets space in *S.E.P.* every two weeks and in collegiate papers, as well as being mentioned in Water-Bloc copy in *Collier's*. "Danway" and Lee hats for boys are other brands to be promoted.

Trade papers are to be used "extensively," and point-of-sale material "will be an important part of the year's campaign."

Birmingham, Castleman & Pierce, N. Y., is the agency.



Sales and advertising executives should look for this symbol in SALES MANAGEMENT advertisements as indication of a highly favorable current income ratio in the area indicated—a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given in the first issue of every month.



United Air Lines uses these three vehicles to speed shipments: A Mainliner, with a payload of 8,000 pounds; a truck, 3,000 pounds capacity; a Bantam truck, 500 pounds capacity.

Live Chinchillas and Machine Cogs Fly "Via Air Express" Today

Among 13,000,000 tons of freight carried by this fastest, and fastest-growing, form of transportation last year were the products of virtually every industry. Its popularity zooms still more as a national plane express network gets under way.

United Air Lines started the world's first regular all-cargo airline service with modern planes on January 1, 1941. This specially built plane leaves New York nightly at 11:30 o'clock and flying non-stop, arrives in Chicago at 3:40 a.m. The United Air Lines management believes that this is the first of a coming great fleet of all-cargo planes which will operate, netting the nation, in a vast express service. Air express has been growing in leaps and bounds in recent months.

TWENTY-FIVE canaries flew from San Francisco to New York the other day in 16 hours.

It was the fastest flight ever recorded for birds, Pacific to Atlantic, or vice versa. No, they weren't homing canaries. They flew on a United Air Lines plane. Shipments of canaries are now moving east from the breeders at the rate of about 1,000 a month.

Chinchillas, valued at \$3,200 a pair, are flown regularly to eastern points where breeding ranches are being established. There are more chinchillas in Glendale, Cal., than in any other place in the world. Chinchillas are natives of the high Andes; the breed-

ers found their losses heavy when they tried to ship them by train. The little animals don't suffer at all in planes.

Eighty thousand lives were saved one day recently as the result of a fast delivery of a machine part. They were chickens' lives. An 80,000-egg incubator broke down and the necessary part to make repairs arrived from more than 1,000 miles away before the eggs were cold.

Needed machine parts threatened to stop all construction work on the Grand Coulee Dam, in Washington, a few months ago. The required parts were in Chicago. Dug out of a warehouse at night, they were sent by plane to the dam site and saved the Government an immense sum.

Check over the bills of lading of any air line today and you will find romance. Blood is shipped for transfusions; serums to halt epidemics. Bank papers and cancelled checks, to save interest charges. Insurance papers, to get policies in effect quickly. Contractors' bids, to save time in starting projects for war and national defense. Baby chicks are flown regularly to

South America over Pan-American lines.

Unusual surgical instruments have been rushed across the country for use in difficult operations. Dungeness crabs, a Pacific Coast delicacy, and fresh salmon, are steadily flown east from Seattle; blue point and other prized oysters, west from the Atlantic. Leis, made from Hawaiian flowers, are flown to the mainland. Orchids are shipped from the growers by plane. Cut flowers are flown every day.

The day after election last November the magazine, *Newsweek*, employed 16 transport planes to move 32,501 pounds of one issue to distant points. The publication had been held for the election news and didn't want to miss its release date. *Time* did the same thing the same week out of Chicago.

What does all this mean?

Business is turning to airplanes more and more to speed its shipments. Amazing strides are being made in shipments via air mail, express and air freight. Here's the record, in pounds, in recent years:

Year	Pounds
1931	145,153
1932	401,091
1933	1,230,252
1934	1,905,000
1935	3,440,078
1936	6,086,503
1937	6,922,290
1938	7,335,967
1939	9,437,218
1940	13,000,000*

* Estimated.

For the first five years, following 1930, postal receipts for air mail bobbed steadily around the \$6,000,-000-a-year mark. In 1936 a campaign was started to sell the nation on the use of air mail. This was carried on through 45,000 post offices and various other mediums. The power of advertising is indicated by what happened. Here is the growth recorded on the heels of the promotion:

Year	Receipts
1936	\$9,702,676.46
1937	12,439,579.24
1938	15,301,210.50
1939	16,326,358.27

Here are a few dates which indicate how air service has developed, step-by-step. The first express shipment of record shows that ten bolts of silk were sent by air in 1910. The first regular air mail, New York to Washington, was in 1918. The first coast-to-coast air mail, 1920. The first scheduled passenger service, 1926. The first air express, on schedule, 1927.

2,500 Miles Overnight

Charles P. Graddick, director of mail and express for United, recently told SM:

"Except for our difficulties in getting equipment, owing to wartime demands for fighting planes and bombers, we would very soon have a fleet of all-express planes in service. We believe that at last the time is ripe for this new forward step. Seventeen domestic air lines, giving express deliveries, flying more than 300 planes, serve 255 cities direct by all-air service today; airway-railway service, in combination, serves 23,000 towns and cities.

"Express can now be sent, on a single bill of lading, through inter-company agreements, from any airline point in the United States to Mexico, Alaska, Central and South America, West Indies, Hawaii, Australasia and the Far East. Overnight delivery, door-to-door, is given for distances up to 2,500 miles. In the first ten months of 1940 a total of 5,540,000,000 pound miles were flown.

"The United States has the only extensive night flying service, on schedule, in the entire world. Most express shipments are carried at night. They are dispatched at the close of the day and are delivered, over most of the country, at the start of the business day on the morning following.

"Efforts are being made to keep charges low. Remember it cost \$400 to fly from San Francisco to New York in 1927 as against \$149.95 today. When the cost was \$400 it took

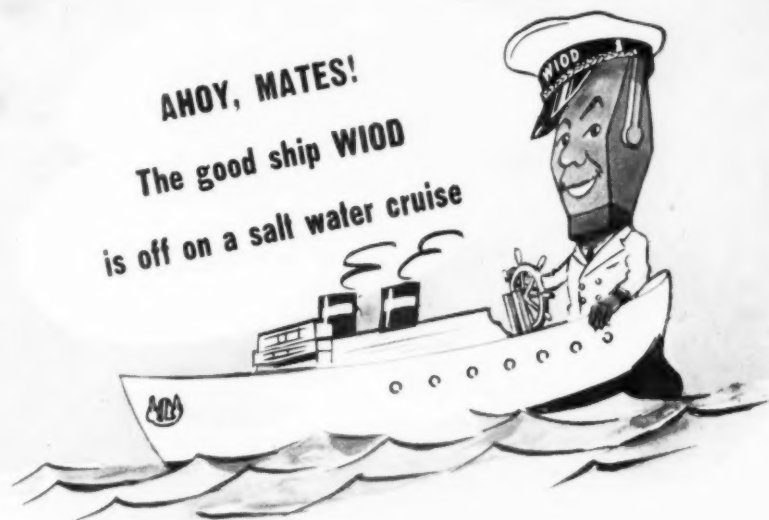
32 hours and 14 stops were made for refueling. Today it is made in 16 hours with only four stops.

"Demand for express space in regularly scheduled airplanes in recent months has been so heavy that package goods have been literally crowding passengers out of their seats. I see no reason why, with the development of our new all-express routes, we can't write an epoch similar to the advancement in passenger service.

"A number of industries are using airplane express service regularly. Whenever there is big investment for small bulk, air line shipments are log-

ical. Whenever there is peril of quick spoilage, air express solves the problem. Our new express planes will be refrigerated.

"Advertising agencies use air express daily to move electroplates to magazine and newspaper printers. News services send news mats on planes to newspapers just about as regularly as they send news over the wires. Sample dresses and new creations in wearing apparel of all kinds are flown constantly. Plans, bids and blueprints in these times of war and defense development are carried steadily in planes.



This is no ordinary voyage. WIOD's new 5,000 watt transmitter is anchored in bedrock fourteen feet beneath the surface of Biscayne Bay.

And yet we're going places. Five thousand watts the salt water way deliver the equivalent of 16,000 watts of power throughout America's Wonderland, the nation's most important market, Miami and all South Florida.

We're all set to cast off, mates. Everything's shipshape for greater sales in a market that's 350% better than it was in 1933. And our purser's list of advertisers reflects WIOD's dominance over all sales media—the most powerful single influence on sales in all Florida.

So climb aboard. Bring your duds and fishing tackle. And let your sales charts do the bragging.

WIOD
MIAMI

THE GREATEST VOICE IN THE MOST ABLE-TO-BUY MARKET

Valued at \$1,600 each, these chinchillas are being delivered to Miss Helen Troy and Charles S. Harriman, fur farmers of Washington. The animals are part of a shipment by air from Los Angeles to Seattle.



"Just the other day a Detroit automobile manufacturer rushed a shipment of needed parts to an assembly plant on the West Coast to avoid a shutdown of the plant. One day a salesman shipped a two-pound sample 800 miles in five hours by air express and booked a \$10,000 order at a cost of \$1.16.

"One contractor, building a subway, avoided carrying a \$25,000 stock of spare parts because he investigated air express service and found that he could get needed parts so quickly he need not 'freeze' his money in parts as a guarantee against breakdown delays. Goods and needed spare parts now move to their destinations everywhere at the rate of three miles per minute."

Perhaps you'd like to know how distances have been reduced in the delivery of mails and packages. Here are some high points:

Year	Time, Coast-to-Coast
1830....	Ox team, six months.
1850....	Stage coach and rail, 23 days.
1861....	Pony express and rail, 12½ days.
1869....	First transcontinental railroad, seven days.
1920....	Air mail, train and plane, three days.
1924....	Air mail, day and night flight, 32 hours.
1927....	Air mail, passenger and express, 31 hours, 45 minutes.
1933....	Same, 19 hours, 35 minutes.
1940....	Same, 15 hours, 43 minutes.

Wonder what it would have cost to ship 100 pounds of express across the country in 1830?

AC Spark Plug's Safety Bank Cuts Melon; Employee Accidents Drop

Safety in plant operation can be successfully merchandized to workers. "Dividends" of candy and cigars get better results than preaching about a problem that concerns all manufacturers.

"PERIODIC Safety Stimulation" is a General Motors policy, strongly advocated by C. E. Wilson, acting president, AC Spark Plug division, Flint, Mich., who believes that safety should be brought forcefully to the attention of the entire organization, through the medium of contests, stunts, safety exhibits, meetings and similar events. The idea is that safety can be "sold" to employees much in the same manner that dealers merchandise automobiles.

In keeping with this policy, AC Spark Plug has an aggressive safety program that dramatizes safety and keeps the attention of all employees focused on the problem. At various times it has used such promotional

activities as baseball games, Thanksgiving dinners and turkey fattenings. There was even a Careful Carlos campaign, during which a life-sized baby doll was awarded each month to the foreman with the best safety record. (Since he was declared to be the "father of the child," he was also supplied with cigars and candy to hand around to workers in his department.)

At the beginning of 1939 a novel plan, still in operation, was inaugurated. A Bank of Safety was set up. (In reality there were two, one in each of the firm's cafeterias.) This Bank is a bulletin board, designed to look like the front of a building. It has a series of slots across the front, one for each month of the year, into which

wooden discs may be dropped, just as one might drop coins into a child's bank.

At the end of every day during which no "lost-time" accident occurs among the 7,000 AC Spark Plug workers, a green safety "dollar" (a wooden disc) is dropped into the coin slot for that month. On any day on which there is a "lost-time" accident, a bright red dollar bearing the number of the department where it occurred is dropped into the bank. The appearance of a red dollar is a distress signal for the entire plant, for it means no regular dividend will be paid for that month. But if, at the end of the month, all the money in the bank is green, a "Regular Dividend" is declared. During the first three months of the bank's existence, candy bars and ice cream bars were issued as dividends.

Because it was impossible to find a candy bar that would please everyone, and some of the men said they would rather have a cigar, it was decided to issue the dividend in the form of a certificate payable in merchandise at the cafeteria. The plan is still in operation, though several months ago it was extended to permit employees to endorse their dividends and make the cash equivalent payable to the American Red Cross. The company matches the donation of each employee who does this.

Honor Is Involved, Too

Dividends earned by no-accident months are issued to all employees, from the general manager down, but only when there has been not a single lost-time accident anywhere in the organization. This tends to make workers safety-conscious not only for themselves, but with respect to fellow-workers. The cash value of the regular dividend is five cents. In addition, there are special dividends awarded for the accomplishment of certain goals, this year's being three consecutive months without a lost-time accident, and a certain number of man-hours worked without a lost-time accident.

When, as sometimes happens, three dividends fall due at the same time, each employee receives a certificate good for 15 cents in merchandise. In such a case, the company's outlay for 7,000 employees is about \$1,000. Naturally, the workers value the certificates, not so much for what they will buy, but as symbols of a successful safety record to which all have contributed.

Meredith Spear has been AC's safety director since November, 1934. He also supervises plant fire protection.

SALES MANAGEMENT

Until last October his staff consisted of three girls; at that time increased production and expansion of manufacturing facilities made it necessary for him to take on two assistants, one to work on fire protection and the other on the company's educational program, which Mr. Spear also heads.

Industrial hygiene is included in AC's safety program. This takes in control of industrial processes where dusts, fumes, or other harmful effects to the worker are produced. The company claims that in the past six years no employee has lost time from his work because of an occupational disease.

Employees are encouraged to turn in safety suggestions. Throughout the plant there are signs reading, "Safety Must Be Given the First Consideration on Every Job." There are 22 lighted bulletin boards on which posters are displayed. Ideas for subjects for posters sometimes come through the prevention of an accident through some safety measure or precaution taken by a specific employee. The company provides such safety equipment as goggles, gloves, sanitary towels, rubber aprons, without cost to workers. Seven employees are said to have been protected from serious eye injury, from flying objects, since May, because they were wearing safety goggles. In each instance the safety lens were badly shattered, and the eye would have undoubtedly been lost if the worker had not worn the goggles.

Warnings Grim and Grinning

At the time when he is hired, each employee receives a 52-page booklet entitled, "Safety Instructions for Employees of AC Spark Plug Division." On the inside cover is space for the recipient's name and clock number, and the date his employment begins; an emblem with a cross and the words, "Universal Safety"; and the sentence: "Accident's don't happen . . . they are caused."

Inside are a number of essays on safety, some useful advice and many illustrations. Eighteen rules are given, one to a page, with some grim photographs showing what happened to people who did not follow correct safety principles. There are also cartoon-type illustrations, not so grim—and in some instances rather amusing—but putting across their message very effectively.

As an example, there's a warning against wearing rings, bracelets, long sleeves or neckties around revolving spindles or shafts. One of the drawings shows a man's necktie caught in a machine, as the sweat drips from his brow; the other—presumably the final

outcome—shows him denuded except for a few rags and his cap, as he looks sadly at the machine all cluttered up with his apparel. Hands without fingers show more effectively than words the penalty for violating the rule, "Never Put Any Part of Your Hand Under a Die While the Fly-wheel of a Press Is Rotating."

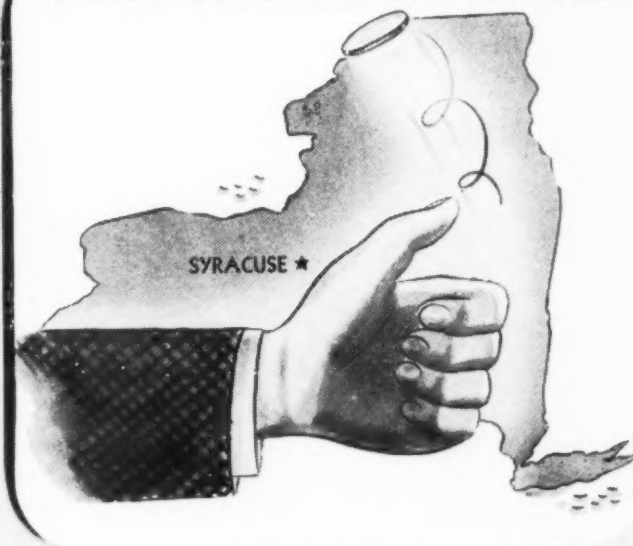
The company reports that one of the most common causes of injury is slips and falls. Speaking for the firm, M. W. Gotthelf tells SM:

"We have found that the most important part of safety work is safety education of the employees and the continual selling of safety to the people, the same as any commodity is sold by the usual advertising methods. The

AC Bank of Safety is just one of the promotional schemes which we use and which reflects one attempt of one industry to keep personal safety before its employees at all times and to stimulate them particularly to safe thinking."

The idea of turning over the monthly safety dividends to the Red Cross came from William Tremblay, an AC toolmaker. When General Manager L. Clifford Goad heard about it he told Mr. Tremblay the company would match the amount of every one of the certificate donations the following month—if there were no accidents. There were none, and most of the employees endorsed their certificates to the Red Cross.

NO MORE COIN-TOSSING FOR SPACE-BUYERS!



**NOW—YOU CAN GET 97.5% COVERAGE OF
A "MUST" MARKET IN ONE NEWSPAPER**

Now, by using The Syracuse Herald-Journal exclusively, you can reach 97.5% of this city's 53,000 families every day . . . without duplicated circulation and at lowest cost per reader. And you reach 50,000 additional families in the Retail Trading Zone—better than 7 out of 10 coverage outside the city. Consult your Paul Block representative.

Central New York's Greatest Newspaper
**THE SYRACUSE
HERALD-JOURNAL**
OVER 100,000 DAILY CIRCULATION

Marketing Flashes

[Corona Coronas as Well as Nickel Cigars to Get a Four-Year Build-Up—Frozen Foods Step Forward]

Cigar Institute

Cigar Institute of America has been formed in New York by 25 manufacturers, representing over 70% of the industry's sales volume. It will carry on a four-year promotion to increase cigar consumption.

Albert H. Gregg, of American Cigarette & Cigar Co., has been elected president, and the executive committee consists of Mr. Gregg; William Best, vice-president of General Cigar Co.; A. Joseph Newman, president of Bayuk Cigars, Inc.; Everett Meyer, president of Webster-Eisenlohr Cigar Co.; Julius Lichtenstein, president of Consolidated Cigar Co.; Melville Regensburg, president of E. Regensburg & Sons; Alvaro Garcia, president of Garcia & Vega.

Bert M. Nussbaum, vice-president of Lambert & Feasley, N. Y. ad agency, will direct the work of the Institute. No advertising will be done in the first year, Mr. Nussbaum states, but later on advertising will play an important part in the program.

More than 8,000,000,000 cigars were sold in 1920, only 40% of them at a nickel each. By 1938 the volume had plummeted to 4,500,000,000. Last year it had climbed back up to 5,000,000,000, 88% selling for a nickel or less. The industry has a long way to go to attain prosperity comparable to 1920.

The promotion drive is to be financed by assessing members a fixed percentage of their sales volume. Member companies did an estimated \$200,000,000 business in 1940, spent some \$3,000,000 for advertising.

Trade Pirates Beware

Companies whose products have been either pirated or approximated by cheaper competition were encouraged by the legal precedent established in the recent suit of Oneida, Ltd. vs. National Silver Co.

In the trial at Wampsville, N. Y., it was brought out that Oneida had introduced a silverplated ware pattern called "Coronation" in 1936, had advertised it extensively and had sold over 10,000,000 pieces. National introduced its pattern, "Princess Royal" three years later. According to the N. Y. Supreme Court, Princess Royal was "copied" from Coronation. Further, National salesmen capitalized on this similarity in their solicitations,

and consumers who asked for Coronation were sometimes sold Princess Royal.

All this was unfair competition, the Court has held, and National has been enjoined from such deceptions and "from committing any other act or acts which are calculated to induce the belief that any silverplated ware not of plaintiff's manufacture is of plaintiff's manufacture." National paid Oneida a settlement out of court, amount not disclosed.

With the case as a precedent, design pirates will think twice about hoisting the black flag emblazoned with a skull and bones.

Oops Sorry, Oregon!

"It was certainly a surprise to us to note that *The Locker Patron*, a Des Moines publication, had left the state of Oregon out of its frozen food survey chart reproduced in the December 1 issue of *SALES MANAGEMENT*," writes Tom Fitch, district freight agent of Consolidated Freightways, Inc., Bend, Ore.

To SM it was also a humiliation for not being as sharp-eyed as Mr. Fitch. Our apologies to the fair state of Oregon. And that goes for *The Locker Patron* also.

Continues Mr. Fitch, "Practically every city and town in Oregon has had cold storage frozen food lockers for several years. Oregon is one of the pioneers in the business. Our state is a hunter's and fisherman's paradise, thus the necessity for preserving venison, etc. A rough estimate would show over 300 locker plants in the state.

"Consolidated Freightway's modern

facilities for hauling frozen foods have gone a long way in helping the industry develop in the West. It operates thermostatically controlled refrigerated trucks and trailers of up to 28 feet in length. Shippers specify the temperature at which they wish their shipments kept, and a variation of less than 3 degrees is guaranteed."

The Silver Lining

If the war should create a shortage of tin, then the quick-frozen food industry would profit because the industry largely uses cardboard for packaging, Charles Q. Sherman, president of Sherman Corp., N. Y., points out.

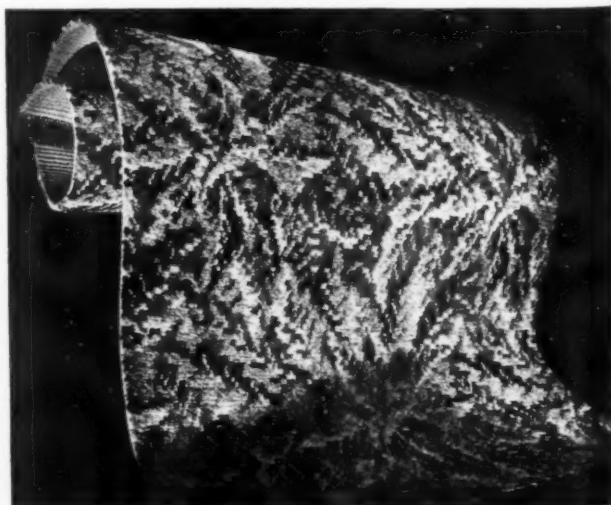
His company will stage an educational exhibit of perishable products shown in "Displays" (which Sherman Corp. supplies to the frosted food, dairy and ice cream industries) at the Canners Convention in Chicago starting January 20. Packers and brand owners are displaying their products without charge—courtesy of Sherman—for the information of the 9,000 food executives attending the convention.

Americans are already spending more than \$100,000,000 for foods from some 350 quick-freezing plants. About 18,000 retailers sell these foods.

Rayon Rug

Charles P. Cochrane Co., Bridgeport, Pa., introduces "Keynote," a rug with a rayon face that is claimed to be "the first real American pile fabric having many of the characteristics of wool."

Previous synthetic fibre rugs have soiled easily because their fibres have an irregular contour channeled and grooved to invite and hold dirt particles. Round-section rayon fibre used for Keynote makes it "hostile to grit and grime." Keynote is also fire-resistant, water-repellent, unappetizing



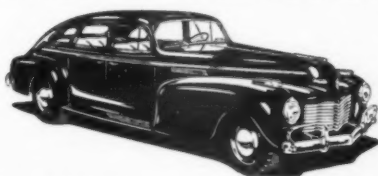
The rayon fibre in Cochrane's new rug (put on the market after long laboratory tests) is patented by the company. It is available in 12 patterns, retails for \$30 in the 9 by 12 foot size.

FOR ECONOMY

USE THE CONTINENTAL AUTOMOBILE LEASING SYSTEM

FOR EFFICIENCY

RATES AS LOW AS:
\$30 PER MONTH
AND 1 CENT PER MILE



TRAVEL 25,000 MILES A
YEAR FOR 3½ CENTS PER
MILE OR LESS (INCLUDING
EVERYTHING)

OUR RATES, THE LOWEST PREVAILING

A NEW CURRENT MODEL FURNISHED EVERY 6 MONTHS

INSURANCE FURNISHED—ALSO NECESSARY LICENSES.

NO INVESTMENT—NO DEPRECIATION

LEASES WRITTEN FOR 1 MONTH UP TO 1 YEAR

CALL OR WRITE TODAY!

WE FURNISH EVERYTHING BUT FUEL AND LUBRICATION, WE HAVE A PURCHASE PLAN FOR CARS REPLACED BY LEASED AUTOMOBILES. ENJOY ALL THE BENEFITS OF OWNERSHIP WITH FAR FEWER INCONVENIENCES AND EXPENSES

CONTINENTAL AUTOMOBILE LEASING SYSTEM, INC.

1734 STONY ISLAND AVE.

A NATIONWIDE SERVICE

CHICAGO, ILLINOIS

to moths, and has a resilience unknown to other synthetic fibre rugs. It is woven on the Axminster loom and has an appearance similar to a wool-faced Axminster fabric.

Autos in High

Last year was the third highest in sales in automotive history: A total production of 4,675,000 cars. An all-time record in the fourth quarter was scored. Nearly 1,000,000 more units were sold than in 1939.

Chevrolet again led the race, with

sales of over 1,000,000. Ford was second; Plymouth continued in third position. Buick clinched its hold on fourth place. Pontiac, Dodge and Oldsmobile were fifth, sixth and seventh. Studebaker ranked eighth; Chrysler ninth, and Hudson tenth. Virtually every other make actively promoted made progress. As usual, Big Three, General Motors, Ford and Chrysler, sold an overwhelming percentage of the total.

According to the experts, the industry is looking forward to a 15% increase in the first quarter of 1941.

Spot Radio Undignified? Not for This Los Angeles Bank

LAST Summer, the Security-First National Bank of Los Angeles, went on the air for the first time in recent years with spot announcements soliciting personal loans.

Immediately the loan officers in its numerous branches reported an increase in applicants for such loans. "It must be radio," they said, "because when the announcements are on, we can tell by the larger number of applicants coming in."

The advertising was not sensational. Throughout the day and evening, between programs, announcers on two network stations read 25-word messages: "If you need money, go to any branch of this bank and see the personal loan officer—you don't have to be a depositor."

"Our personal loan volume increased 38% in 30 days time," says Allan Herrick, advertising manager of the bank, "and there were no seasonal influences or changes in policy that would affect the results."

Personal loans range from \$50 to

\$500, and are different from automobile, electrical appliance, Federal Housing Authority and other loans made on security, because the borrower has only to comply with three simple requirements—he must be employed, his pay envelope must allow him to repay the loan without hardship, and he must show that he has been in the habit of paying his bills promptly.

That's all—no co-signers, no red tape. If he qualifies, the money is lent, and he gets a book with coupons for mailing with his monthly payments until the loan is cleared off. The interest rate is moderate.

Usually it is a family emergency that causes the demand for extra cash—doctor's bills, a visit from the stork, taxes or other obligations. The bank finds that few of these loans give collection troubles.

Radio applicants disclosed that not one personal loan applicant in ten is a bank depositor—hasn't even a savings account in that or any other bank, has no safe deposit box, has never used the escrow or any other department.

"This has set us thinking," says Mr. Herrick. "Bankers know that much of the ill will against banks exists among people who do no business with banks, do not know bank people, have not learned how a bank can help them manage their money and meet emergencies. Repeated public relations studies have disclosed this."

"A personal loan to such people is the bank's first opportunity for getting acquainted with them. It can lead to other business, and it is especially a good opportunity for improving public relations."

Only within the past few years have banks made small personal loans at all, much less gone out to solicit them. Such business has always been in the hands of private lenders, ranging from ethical loan companies doing business on moderate interest, to "loan sharks" who charge all the traffic will bear. People pressed for \$50 or \$100, to meet some family emergency, not acquainted with banking methods, and not aware of their own credit standing, which may have been good, have been led into some expensive deals.

The private lender can go to considerable length in urging people in need of money to borrow, playing upon their worry, inviting them to end their money troubles quickly, etc.

A bank cannot use any such methods, and might seem to be at a disadvantage. But Security-First National finds that conservative statements by a bank are as effective as the more urgent copy of the private lender, because the bank has the standing of a financial institution.

Radio offers a very flexible medium, can be used during the day, when housewives are listening, and in the evening, when there are more men in the air audience.

Security-First National has for several years been a large user of daily newspaper space for F.H.A. housing loans.

New Products and Markets

[From technical journals, bankers, company reports and]
[other sources come these items that spell OPPORTUNITY]

Since the outlining in SM last September 15 of the possibilities of oil as a basis for a new broad range of synthetic products, further petroleum-base products have sprung into prominence. Glycerine, used in cosmetics, cigarettes, cellophane, food, varnishes, lacquers, resins, nitroglycerine and dynamite, is the latest vital product to be produced synthetically on a commercial scale from petroleum. Synthetic rubber and toluol are two of glycerine's predecessors in the growing oil-base family of products.

United States production of glycerine for the above and numerous other uses normally runs about 100,000,000 pounds a year; but in the current armament scramble, demand is jumped up sharply. With the discovery eliminating an important munitions bottleneck, our enforced trend to self-sufficiency takes another forward stride.

Development of the synthesizing of glycerine from petroleum follows the research pattern which has resulted in the production of scores of other valuable industrial chemicals and synthetic products. These include our great super-aviation fuels, made from refinery gases that not long ago were burned. Experimentation uncovered the fact that these surplus gases, through complex separation and re-merging, could produce a wealth of hydrocarbon building blocks which are constituents of a wide variety of products, running from perfume to dynamite. The newest vital addition, thus, is merely another step toward a virtually new industry based on petroleum, which already, of its own, follows in the broad classification of size the agricultural, railroad and public utility industries.

American big business methods finally have penetrated to the ancient oyster industry. Pulling it out of the small-fry class, General Foods uses large dredges and modern mechanized conveyors and processors to obtain and process about 400,000 oysters a day. Statistics reveal that the industry is booming.

Shorthand symbols are taking the place of stock exchange symbols on Trans-Lux projection screens to some extent these days. The screens have been adapted as easily-controllable demonstrators in shorthand instruc-

tion. Tyler-Kay Co., Inc., Buffalo, promotes the line.

A new oil-burning furnace made by Perfection Stove Co., Cleveland, permits three options: Manual operation, gravity-type heating and comprehensive Winter air-conditioning, depending on how the user builds it up.

Important to the window-washing trade is I. D. Sillman Co.'s (New York) new expedient of having sliding panes in their Safe-to-Clean Window. This creates an armhole to reach outside of windows.

Du Pont's current expansion will give it one of the largest plastic research centers in the world. Aside from bringing closer such potentialities as the plastic house, the plastic automobile and the plastic airplane, the move simply recognizes the infant nature of the industry.

The paint industry undoubtedly will welcome development of Pleasant, a product which deodorizes paint, mixes easily and nullifies smarting fumes. Maker is Coastwise Laboratories, New York City.

Efficient office equipment is likely to play an increasingly important part in business as personnel supply goes into the Army, Navy and the Defense industries. In line with this trend, the National Postal Meter Co., Rochester, N. Y., has developed a new metered mail machine, the NPM "85," which speeds up office routine and serves as an advertising medium through metering trade-marks, slogans and phrases.

A new wallboard is now available giving a faithful marble effect through a covering which represents a photograph of well-grained, handsomely colored marble in full color. The board—basically fiber—is made by Marsh Products Co., Inc., Dover, Ohio.

United Air Lines has a new airplane location recorder which permits ground crews to determine the exact position of planes in flight. The instrument is considered one of the most revolutionary developed. With

it, dispatchers for the first time will be kept informed of the course of a plane and aware instantly of deviations.

While pre-fabricated houses are still being talked of as a large-scale possibility, pre-fabricated ships may actually be closer at hand, with defense program necessities stimulating them. The vessels will be of extremely simple design, but produced very rapidly.

An advanced-design lamp for various types of dehydration work including baking of varnishes, wood and metal finishes has been placed on the market by C. M. Hall Lamp Co., Detroit, Mich. Cost is said to be less than half that of a good combustion oven.

The meat industry develops a new and reportedly successful angle: Turkey steaks. Slices of the larger pieces are marketed in the profitable "steak" form; they are both light and dark meat and already are the delight of many food fanciers.

A new rayon fiber, with a high degree of permanent crimp, is the latest du Pont brain child. Results are said to be favorable in usage for rugs, carpets, upholstery materials and wall coverings.

New domestic industry rising from curtailment of European supplies is production of domestic paprika. Outstanding development in the new trade is success of Clarence R. Brown, of San Juan Capistrano, Calif., in growing 100 acres of peppers from imported seed.

Remington Arms Co., Bridgeport, Conn., has introduced a new rifle, the "Woodmaster," principally to meet the demand for special autoloading rifles by hunters. Since trigger must be pulled and released for each shot, the gun is always under the shooter's control.

Newest mechanism in refuse trucks is a conveyor system developed by Link-Belt Co. and incorporated into a fleet of 157 units by Gar Wood Industries, Detroit, for the Department of Sanitation, New York.

It is now possible to bend or twist wood into a number of shapes, according to Elkin E. Harris, of the Forest Products Laboratory, Wis. The wood is plasticized and the lignin softened, with the result of easy flexibility when heated.

RUBBER—

THE ESSENTIAL....

In Peace and in War....

from Cradle to Grave....

THE rubber industry is one of the most stable in the United States—and constantly expanding.

Over ONE BILLION 300 MILLION pounds (592,000 long tons) of crude rubber and nearly 375 MILLION pounds (170,000 long tons) of reclaimed rubber were consumed in this country in 1939, while figures for the first seven months of 1940 indicate a total consumption this year of nearly 600,000 long tons of crude and 210,000 tons of reclaim.

This means the use of nearly 800 MILLION pounds of COMPOUNDING INGREDIENTS—carbon black, accelerators, antioxidants, retarders, pigments, etc., plus a tremendous amount of PROCESSING MACHINERY, and the rubber trade is BUYING at a faster rate than in a decade.

IT'S A MARKET MADE TO ORDER FOR TODAY'S SELLING of chemicals and machinery—mills, calenders, hydraulic presses, driers, materials handling equipment, etc., etc.

The logical medium with which to reach this market is

INDIA RUBBER WORLD

Oldest—founded 1889—Largest circulation, greatest volume of advertising by over 100 per cent and the broadest reader interest—being the only paper in the field edited by engineers of long practical experience in rubber.

Market data, circulation figures, and advertising rates promptly on request.

INDIA RUBBER WORLD

A Bill Brothers Publication

420 LEXINGTON AVENUE NEW YORK CITY

ADVERTISING AGENCIES

Copywriter Prepares "Editorial" Safety Ads

Look magazine, in its January 14 issue, presented editorially a suggested advertising campaign designed to be used by communities in local safety drives. Prepared by Ted Patrick, ace copywriter of Young & Rubicam, New York, the campaign consists of four layouts, keyed to the slogan, "Care Today—Here Tomorrow."

This attempt to cut down the toll of lives taken by automobile accidents each year emphasizes the fact that wherever local communities have put on safety drives accidents have been cut down and specifically derides the idea that "injury and death are inescapable payments for the many blessings the modern motor car brings."

Milk via Western Union— and Union Milk Drivers

A carefully planned promotion stunt by a St. Louis advertising agency almost ended up on the rocks last fortnight and would have had not the agency hired a Western Union driver to drive a milk truck driver about the city.

Feeling that its current campaign for the St. Louis Dairy Council, a new account, would make a good wedge with which to tell prospects about the agency's service, Anfenger Advertising Agency decided to place a half-pint bottle of fresh milk, complete with straws, and accompanied by an explanatory letter and proofs of the current Dairy Council ads, on the desk of each St. Louis prospect.

Then, according to the agency, "the fun begun." The local drivers' union opposed the delivery, granting permission for the completion of the stunt only on the basis that its own men made the deliveries. Arrangements were then made with Western Union to provide cars and drivers, who in turn drove the local milk delivery men to each prospect's office.

Agency Notes

R. H. Cary and David Ainsworth have resigned from Coolidge Advertising Co., Des Moines, to organize Cary-Ainsworth, Inc., a new agency, located in the same city. For the past 12 years a vice-president of the Coolidge company, Mr. Cary had been associated with that agency since 1926. Mr. Ainsworth joined Coolidge in 1937. Previously he had been with Knox Reeves

Advertising, Inc., Minneapolis, and was at one time assistant advertising manager of Oliver Farm Equipment Co., Chicago.

With the resignation of Walter R. Neisser as secretary and treasurer of Neisser-Meyerhoff, Inc., Chicago, the firm name of the agency has been changed to Arthur Meyerhoff & Co. Mr. Neisser withdrew from the agency to become secretary of Wyler & Co., manufacturers of soups and bouillon cubes and one of the agency's clients. Agency organization and personnel remain otherwise unchanged.

Fensholt Co., Chicago, has been elected to membership in the American Association of Advertising Agencies.

E. B. Weiss, for the past seven years vice-president in charge of new business of Grey Advertising Agency, N. Y., has opened his own office as private consultant to advertising agencies.

Plans are under way for the tenth annual convention of the National Advertising Agency Network to be held at the Palmer House, Chicago, May 28-30.

P. E. Gailey, former vice-president and account executive of Glasser Advertising Agency, Los Angeles, has been made a partner in the firm and the agency name changed to Glasser-Gailey & Co.

Wheeler-Dietz-Hughes Associates is the firm name of a new agency chartered to conduct a general advertising business in New York. William Wheeler, former publisher of the *New York Woman*; Syd. J. Hughes former vice-president of the same publication; and Martin Dietz are directors.

Ruthrauff & Ryan, Inc., New York, took quarter-page space in several New York newspapers last week to tell prospects "How to Choose an Advertising Agency" and to point out that 1940 was the biggest year in its history. Copy emphasized the fact that 75% of the agency's 1940 business came from "old" clients—those with the agency for three years or longer—who increased their appropriations approximately two and one-half times their first year's expenditure with the agency.

To be sure that no reader of the January 2 industrial section of the Philadelphia

Inquirer missed its advertising, Al Paul Lefton Co., that city, placed 15 individual 56-line insertions in the special section.

Men & Jobs

W. D. Murphy, former advertising manager of Sloan Valve Co. and vice-president of the National Industrial Advertisers Association, has joined the Chicago office of Reinecke-Ellis-Younggreen & Finn in an executive capacity.

Bernard J. Prockter has resigned as sales service manager of the Columbia Broadcasting System to join Biow Co., N. Y., as an account executive.

The Boston office of Doremus & Co. has announced the addition of Donald G. Augur to its executive staff. Until recently divisional sales promotion manager of Crowell-Collier Publishing Co., Mr. Augur was previously associated with J. Walter Thompson Co., Ruthrauff & Ryan, Campbell-Ewald and Lennen & Mitchell.

Ruthrauff & Ryan, Inc., has announced the appointment of Matthew J. Casey as vice-president and manager of its Detroit office, succeeding Ellis J. Travers, who has been appointed to the agency's New York executive staff to be in charge of promotional work. Mr. Casey comes to Ruthrauff & Ryan from Hearst Magazine Corp., where he has been engaged in promotion and creative work. One of the founders of Differential Wheel Corp., Mr. Casey's most recent agency connection was with Young & Rubicam.



Matthew J. Casey
to manage
Ruthrauff & Ryan
Detroit office.

Joel M. Nichols, Jr., former vice-president and director of Federal Advertising Agency, has joined the recently opened New York office of Hixson-O'Donnell Advertising, Inc. He will be a member of the board of directors.

C. T. Southwick, until recently head of his own New York agency, has joined Lee-Stockman, Inc., same city, where he will continue to serve former clients and several accounts of the agency.

Schwab & Beatty, N. Y., has announced the appointment of Joe Geyer as art director of the agency. Mr. Geyer was formerly with Lord & Thomas and the Lynn Baker Co., both of the same city.

Lloyd Ring Coleman has returned to the New York office of J. Walter Thompson Co. Before the war Mr. Coleman was for 12 years director of the agency's offices in Central Europe.

The new San Francisco office of Young & Rubicam, opened January 6, is headed by Robbins Milbank, for the past ten years account executive on the Borden's Dairy Delivery account at McCann Erickson, same city. H. W. von Murpurgo, formerly public relations director of the Paraffine Cos., has also joined the executive staff of the agency.

Peter V. Keveson has resigned from Davis, Delaney & Harris, N. Y., to join the copy staff of Humbert & Jones, same city. Robert A. Hunter, formerly with the Mutual Broadcasting System in Santa Barbara, has joined the same agency as account executive.



KGKO

570 KC • NBC

5000 WATTS DAY, 1000 WATTS NIGHT

FORT WORTH and DALLAS

FREE & PETERS, Inc., National Representatives

Account Appointments

To: *J. D. Tarcher*, N. Y., the Calox tooth powder account of McKesson & Robbins, Inc., and Esmond Mills, Inc., blanket manufacturers . . . *Biow*, N. Y., Hills Bros., Inc., to handle the advertising of the company's coffee and food products . . . *Erwin, Wasey*, N. Y., the new airlines terminal recently completed in New York . . . *Oakleigh R. French*, St. Louis, National Bearing Metals Corp. and Barry-Wehmiller Machinery Co. . . . *Briggs & Varley*, N. Y., Davidson Brothers Corp., manufacturers of Mary Barron underwear.

To: *J. M. Korn*, Philadelphia, Food Fair Super Markets, a chain of 72 super-markets located in Eastern Pennsylvania, New Jersey, Delaware and Maryland, owned and operated by Union Premier Food Stores, Inc. . . . *Grey Advertising*, N. Y., United-Carr Fastener Corp., to handle the advertising of the company's Dot Snapper division . . . *Houck & Co.*, Roanoke, Va., Cinder Block, Inc., manufacturers of concrete products, and famous Virginia Foods, Inc. . . . *Young & Rubicam*, N. Y., Swan soap, a new product to be introduced shortly by Lever Bros.

To: *Sidney Garfinkel*, San Francisco, Pacific Coast division of Cohn-Hall-Marx . . . *Brooke, Smith, French & Dorrance*, Detroit, American Brakeblock division of American Brake Shoe & Foundry Co. . . . *Gerth-Knollin*, San Francisco, Enterprise Engine & Foundry Co., manufacturers of Diesel engines, metal castings and other industrial products . . . *Geare-Marston*, Philadelphia, SKF Industries, Inc., manufacturers of ball and roller bearings.

To: *Lynn Baker*, N. Y., Nu-Gloss Manufacturing Co., to promote a new hair rinse product . . . *Barton & Gould*, N. Y., Lebanon Woolen Mills . . . *Keelor & Stites*, Cincinnati, Dayton Acme Co., manufacturers of prevision testing instruments for fluorescent lighting fixtures. . . . *Brooke, Smith, French & Dorrance*, Detroit, Bull Dog Electric Co., to promote the company's line of industrial, commercial and residential building electric equipment.

To: *Russell T. Gray*, Chicago, D. A. Stuart Oil Co., Ltd. . . . *Cory Snow*, Boston, A. Perle Fitch Co., to handle the advertising of Fitchmull cough emulsion . . . *Harry A. Berk*, N. Y., Excess Insurance Co. . . . *Frank Best*, N. Y., Thomas French & Sons, Ltd., Manchester, England, and New York, and Cord Publishing Co.

Contest Jumps Sales 400% for Gillette

A "Thin Blade Round-Up," recently completed by Gillette Safety Razor Co., Boston, brought an increase of 400% in the sale of thin blades, four months' business in one, and opened several hundred new dealer accounts. Slanted on the humorous side of cowboy life, the competition aroused more than average fun and interest.

Each of the company's eight district offices became a contest division. Out of these districts Gillette has 90 salesmen selling to approximately 4,200 wholesalers, who in turn sell to several hundred thousand dealers. The districts were given such names as Rawhide Risberg's Ranch; One-Finger

Finn's Crowd, Rattlesnake Testa's Gang, Two-Gun Miller's Outfit, the predominant name in each outfit being that of the district manager.

Each salesman was given a quota based on business potential for the territory. For each 1% above that quota, the salesman received one point toward his contest rating, for each new dealer account not previously handling Gillette thin blades, he received three points. Thus, if a salesman sold 110% of his quota and added 25 new accounts, he received 85 points.

The district manager whose gang chalked up the most points received generous cash prizes; the eight salesmen obtaining the largest number of points against the entire sales force received cash awards starting at \$100. For the sale of each 20 cartons of thin blades made during specified periods and reported to Gillette immediately at the close of the period, each wholesaler's salesman received a two-piece sports ensemble, with the specification that no man could earn more than three suits. Wholesalers' salesmen were furnished blanks to be filled out upon completion of the sale of each 20 cartons.

The Gillette salesmen's competition

was merchandised by 8½" by 11", one-fold printed pieces, the front covers of which were A-1 interest-getters. These included:

1. "This is not a dude ranch"—showing a cowboy, with a real lollypop insert.
2. "How about beating the bushes?"—with an artificial daisy insert.
3. "You can't catch fish on dry land"—illustrating a fisherman, with a real piece of rope and a safety pin.
4. "There's some mighty fine beer under that thar foam, gentlemen—Get down past the suds and you'll get the real stuff"—carrying the illustration of a glass, even to the foam, the glass being covered with a transparent, ale-colored insert.
5. "Rawhide Risberg is tops," with the subheading, "This week Rawhide Risberg and his gang corralled the largest number of new accounts in the history of his ranch"—action being indicated by showing a cowboy with a piece of real rope with which to lasso new accounts.

Inside pages of these printed pieces contained inspirational text, listed quotas and emphasized weekly standing of leading district managers and salesmen.

Defense Outlay in AKRON Tops \$138,000,000.

Akron district defense spending surged past the \$138,000,000 mark on December 28th and in the opinion of experts close to the scene of the rubber capital's gigantic production effort, "we've just seen the beginning."

Full magnitude of the government's defense outlay here was disclosed in an exhaustive survey of local industry by the Beacon Journal and the Akron chamber of commerce.

For the first time the survey brought into the picture hitherto unlisted millions of dollars in orders that Akron industry has received on a sub-contract basis from defense manufacturers elsewhere in the nation.

These "farmed out" orders have not appeared in announcements of war and navy department contract awards that have been rolling into Akron in swelling volume since the president and the nation embarked last June on the multi-billion dollar defense effort now gaining momentum.

This is just another reason why you should plan extra sales efforts in the alert, free-spending Akron Market. You can cover this market completely and economically by using the . . .

AKRON BEACON JOURNAL

Represented by: Story, Brooks & Finley

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



BMI-ASCAP War Begins

Action came fast last fortnight in the BMI-ASCAP controversy, with the passing of the new-contract deadline between radio stations and ASCAP, and the formal launching of BMI by the National Association of Broadcasters as the main source of music for most stations.

None of the action was in the direction of conciliation or compromise. All of it indicated the launching of a long and bitter war.

The fact that this war is a matter of considerable public concern was indicated by the Department of Justice in filing anti-trust charges against both the American Society of Composers, Authors and Publishers, on the one hand, and against Broadcast Music, Inc., NBC, and CBS, on the other.

Among the eight alleged violations were "illegal pooling of most desirable copyright music"; "illegal discrimination against users of copyright music"; "illegal discrimination against composers who are not members of ASCAP or BMI"; "withholding music from publication in order to exact fees not permitted by the copyright laws"; "illegal price fixing," and "requiring users of music to pay for tunes on programs in which no music is played."

First Suit Instituted Jan. 2

Meanwhile, on January 2, ASCAP started legal action against the Texas Co., its advertising agency, Buchanan & Co., CBS and 87 of its stations, which broadcast Texaco's Fred Allen show New Year's night, alleging that "Wintergreen for President," an ASCAP song by George and Ira Gershwin, had been used on this broadcast. Each station would be liable to a fine of \$250, which would make a maximum combined penalty of \$21,750.

CBS replied that the tune used was not "Wintergreen for President," but an original theme song.

ASCAP has established listening posts in 31 cities throughout the country to spot and record alleged infringements. Some 140 publisher members of ASCAP have signed to continue in the fold for ten years more. . . . ASCAP is considering licensing radio advertisers and their advertising agencies direct, on a per-program basis.

Immediately preceding American Tobacco Co.'s "Your Hit Parade" program on CBS Saturday night, January 18, ASCAP is planning to broadcast a Billy Rose production called "ASCAP on Parade" over several New York stations with ASCAP licenses. Transcriptions of this program would be sent to 50 or 75 more stations. Irving Berlin, Oscar Hammerstein, Deems Taylor and others will participate in it. "Your Hit Parade" is now using BMI music.

Although BMI reports that it has signed 660 of the 792 commercial stations in the country, representing more than 95% of the advertising volume on the air, many independent stations are signing with both

BMI and ASCAP. The ASCAP group embraces independent stations in large as well as smaller cities—among them New York, Chicago, Philadelphia, Detroit, Los Angeles, Boston, Milwaukee and Washington. Some of these—such as KFWB, Los Angeles, and WHN, New York—are controlled by motion picture interests. Many of them think that with ASCAP music they will be able to drive a wedge into the audience—and the advertising business—of the larger stations, which are almost unanimously BMI.

In a year-end talk over Mutual Broadcasting System, Neville Miller, president of National Association of Broadcasters, referred only indirectly to the BMI-ASCAP war. "We will need the inspiration of great music," he said, "and in 1941, radio will not only draw generously upon our rich musical heritage, but it will bring us as well the invigorating stimulus of fresh, new music from the pens of hitherto unrecognized American talent."

In a summing-up broadside, ASCAP asserted that "1,166 of America's favorite composers and authors" are being "locked out, frozen out, starved out." Under one sub-caption, "Heil, Columbia!", ASCAP even told "radio advertisers, radio artists and radio listeners" that BMI "made deals for cast libraries of propaganda music with Philharmonischer Verlag, Schubertshaus Verlag, Breitkopf & Haertel, Schott's Soehne and G. Ricordi." ASCAP emphasized that it "offers all its music—past, present and future—to more than 50% of all individual radio stations for a sustaining fee of \$1 a month, regardless of how many songs they use per day. On advertising programs ASCAP asks 3% of the net. This averages less than \$5 a day, shared by all members here and abroad."



To commemorate the addition of *The American Weekly* to Sunday issues of the Philadelphia Record, a banquet was held at the Barclay Hotel, on January 2, which was attended by Philadelphia's civic, business and industrial leaders. Photographed at the affair, (left to right) were: J. David Stern, publisher of the Philadelphia Record; A. Merritt, editor-in-chief, and Mortimer Berkowitz, president of *The American Weekly*. The Philadelphia Record was one of two new distributing units for *The American Weekly*, starting with the January 5, 1941, issue. The other was the Miami Herald.

At this writing, no major advertiser has been reported as discontinuing a network program because he felt he could not get along without ASCAP music. Preliminary studies show even more network radio audiences in the first weeks of January, 1941, than in the same week of 1940. Co-operative Analysis of Broadcasting will have formal and complete data on this later in January. It was believed by advertisers that whatever change—if any—may come will be gradual.

Although ASCAP has gone to great pains to praise newspapers, and to win their co-operation in the war, *Editor & Publisher* has found that the majority of newspaper-owned stations "side with BMI."

BMI partisans, however, face a lot of difficulties. . . . Radio sports reporters at the various "bowl" games on New Year's Day had to broadcast from sound-proof booths, so that the microphones would not pick up music from the college bands, which might possibly be playing ASCAP music. . . . The networks will even "censor" the music of the army, navy and marine bands at the Capitol on Inauguration Day. "The Stars and Stripes Forever" and the "Marines Hymn" and "Anchors Aweigh," among others, are ASCAP.

On the other hand, although music is important in broadcasting, comedy, drama, news and other types of entertainment are important too.

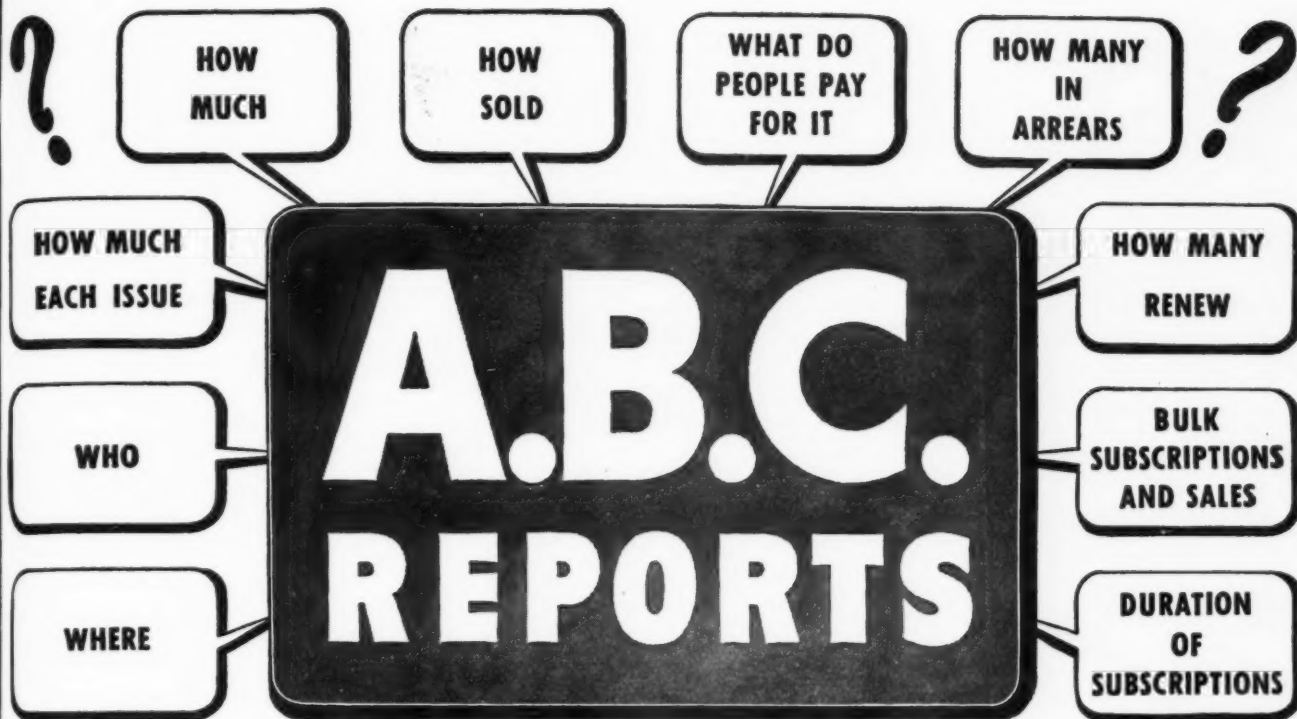
Both BMI and ASCAP are digging in for a siege, and are using plenty of howitzers, hand grenades and machine guns to help strengthen their positions.

And with 11,000,000 radio sets sold last year, it appears that the public must still be listening.

Newspaper News

In a summary story of the last decade, in its January 6 issue, *Newsweek* pointed out that, although the number of daily newspapers in the country declined slightly in this period—to about 2,400 in 1940—their combined circulation rose steadily, from about 64,400,000 in 1931 to about 74,000,000 in 1940.

The Philadelphia *Evening Public Ledger* was sold January 1 by trustees of the Cyrus H. K. Curtis estate to a company headed by Robert Cresswell, formerly treasurer of



In which we give All the Facts!

ADVERTISING in business papers, to do a job for you, must give specific and adequate information—but—

In addition to what you say and how you say it, the results depend upon to whom you are talking.

Fortunately, you can *select* your audience by making intelligent use of A. B. C. reports. Every business paper member of the Audit Bureau of Circulations can supply you with complete, verified facts about that paper's readers—your audience.

A.B.C. reports contain the specific information

that advertisers themselves have requested as needed for effective space buying.

We belong to the A. B. C. Our A. B. C. report tells how much circulation, that is, how many people have expressed—through paid subscriptions—a definite interest in this particular editorial job; where this circulation goes; how we got it; how much subscribers pay; a business analysis of subscribers.

These facts and many other verified values given in A. B. C. reports will help you invest your advertising dollars most effectively.

A. B. C. PROTECTS YOUR ADVERTISING

Paid subscriptions, renewals, evidence of reader interest, are among many facts in A. B. C. reports that are definite guides to effective media selection. When you buy space in A. B. C. publications your advertising is safeguarded by audited circulation. Always ask for A. B. C. reports.

SALES MANAGEMENT

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

JANUARY 15, 1941

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the New York *Herald Tribune*. The names of Mr. Cresswell's associates were not announced. Charles M. Morrison, recently in charge of publicity with the Philadelphia Republican Committee, returns to the *Evening Public Ledger* as editor.

When this paper's sale, the chain created by the late Cyrus H. K. Curtis ended. He bought the *Public Ledger* from the late Adolph S. Ochs in 1913, and shortly afterward started the *Evening Public Ledger*. In 1924 Mr. Curtis bought the New York *Evening Post*, and in 1930, the Philadelphia *Inquirer*. In 1933, the *Post* was sold to J. David Stern, and in 1936, M. L. Annenberg bought the *Inquirer*. The *Public Ledger* previously was merged with the *Inquirer*.

The Henderson, N. C., *Dispatch* and the Reidsville, N. C., *Review* appoint DeLisser-Boyd, Inc., national representative . . . The Norwalk, Conn., *Hour* appoints Julius Mathews Special Agency . . . C. D. Bertolet & Co., national representative of *Our Sunday Visitor* and the *Register*, has opened an office at 110 East 42nd Street, New York, with Ralph A. Renick as manager.

Andrew J. Flanagan has been named national advertising manager of the Newark, N. J., *Evening News*. Mr. Flanagan for 14 years has served the *News* in various capacities. For the last two years he has been assistant national advertising manager.

A. B. Poole, Jr., has been named western manager of Metropolitan Sunday Newspapers, Inc., with headquarters in Chicago. J. H. Reilly will be in charge at Detroit and Harry C. Baldwin is being transferred to the New York office.

The South Bend *Tribune* is boosting its general advertising rate from 15 to 16 cents a line, based on a net paid circulation increase from 62,000 to 73,000 in the last year. The milline rate is being reduced from \$2.37 to \$2.15 . . . The Washington *Post* will publish an Inaugural Number Sunday, January 19, in connection with the third inaugural of President Roosevelt on January 20.

The Bureau of Advertising, American Newspaper Publishers Association, has issued a promotional folder on the work of Christian Feigenspan Brewing Co. in increasing sales, distribution and good will through newspaper advertising.

Ten weekly newspapers have formed the Nassau County Select List, to emphasize this Long Island market to advertisers. Mitchell Luther is chairman of the governing board, and a New York City office is being established under Gilbert H. Pearsall.

Radio News

Fifty-seven applications for frequency modulation radio stations had been filed with the Federal Communications Commission for action this month. Two of five new applications this month were by newspapers. Gordon Gray, publisher of the Winston-Salem *Journal-Sentinel* would have record coverage of almost 70,000 square miles from an antenna on the 6,600-foot crest of Clingman's Dome, N. C. Other applicants are the Cedar Rapids *Gazette*; CBS, Boston; WOKO, Inc., Albany; WBNX Broadcasting Company, New York.

Manufacturers of FM sets now include Espey (which makes sets under various brand names), Farnsworth, Freed-Eisemann,

G-E, Pilot, Scott, Stromberg-Carlson and Zenith.

Niles Trammell, president of NBC, announces the appointment of Ken R. Dyke to the newly-created post of director of promotion. He will report directly to Frank E. Mullen, vice-president and general manager. Clayland Morgan, former institutional promotion director, is now assistant to the president. Charles B. Brown becomes Red network promotion manager and E. P. H. James, Blue network promotion manager.



Ken Dyke



E. P. H. James



Charles B. Brown



W. C. Roux

W. C. Roux, formerly in charge of promotion for WEAU and WJZ, is now national spot and local sales promotion manager.

Five Oklahoma stations—KADA, Aida; KVSQ, Ardmore; KCRC, Enid; KBIX, Muskogee, and KGFF, Shawnee—have joined the Southwestern group of the Blue network, and WEAU, Eau Claire, Wis., has become an NBC affiliate as a basic supplementary to both the Red and Blue networks . . . CBS is now offering KVOR, Colorado Springs, as a bonus station for all its network advertisers using KLZ, Denver. The KLZ nighttime rate has been increased slightly . . . KMMJ, Grand Island, Neb., appoints Headley-Reed Co. national advertising representative . . . WKBW, Buffalo, has boosted its power to 50,000 watts.

William S. Paley, president of CBS, announced on his recent return from a seven-week air tour of Latin America, the extension of the Columbia network to 18 of the 20 Latin-American republics. The others—Haiti and Honduras—probably will be covered soon. The new network, to begin operation next September, already consists of 39 long-wave and 25 short-wave stations. Two new short-wave transmitters being erected at Brentwood, Long Island, each will have eight directional antennas with a capacity of 15 different combinations of transmission service.

Edgar Kobak, vice-president of NBC in charge of the Blue network, tells advertisers that WWVA, Wheeling, with a new 50,000-watt transmitter, will replace KDKA on the Blue in the Pittsburgh area next November, and arrangements are being

made for new facilities in Boston to replace WBZ there in 1942.

Paul Connet, formerly sales manager of KGW-KEX, Portland, Ore., becomes national sales manager and Chester Blomsnes is now local sales manager.



Rufus C. Maddux, WOR's new sales director.

Arthur Hull Hayes has been advanced from sales manager to general manager of WABC, New York . . . Rufus C. Maddux, former managing director of the New Jersey Council, is now sales director of WOR . . . Hugh B. Terry becomes station manager of KLZ, Denver, succeeding F. W. Meyer, now operating KMYR . . . Major John A. Holman, general manager of KDKA, Pittsburgh, has reported for active duty with the Army. His successor has not been named . . . Robert M. Scholle has resigned as sales manager of WQXR, New York.

Guy C. Hickok, short-wave broadcasting director of NBC's international division, has joined the Council of National Defense for the Coordination of Commercial and Cultural Relations between the American Republics . . . S. F. Woodell, former advertising manager, Packard Motors Export Corp., is now on the sales staff of NBC's international division . . . David Ross observes his 12th anniversary as a CBS announcer this month . . . A. N. Armstrong, Jr., from the Katz Agency, Chicago, has become general manager of KCOP, Boston, succeeding Gerald H. Slattery, resigned.



(Left) A. N. Armstrong, new general manager of Station KCOP.



Jerome Sill will develop a new stations' service division at CBS.

Jerome Sill, heretofore in charge of sales promotion for Columbia owned and operated stations, is now developing a new stations' service division there . . . William Burke Miller has been named director of talks at NBC, and J. deJara Almonte succeeds him as night program manager . . . Irving Price has been appointed promotion manager of WNEW, New York . . . Joseph F. Spalding, from *Holland's* magazine, is now with the New York office of Free &

Peters, radio station representatives . . . William Kitay has been named publicity director of Basch Radio Productions, New York.

Program directors of key Mutual stations throughout the country held the first of a series of meetings at New York last fortnight, with Adolph Opfinger, Mutual program manager, presiding.

Magazine News

Magazines as a whole ended 1940 with advertising lineage slightly ahead of 1939, the weeklies generally making a better showing than the women's books and general monthlies. Although *Life* had the largest lineage gains among the weeklies, *Saturday Evening Post* was still first for the year.

Harold S. Clark, with the Macfadden organization since 1926 and most recently promotion manager of *True Story*, resigned on January 10 to take a similar position with *Good Housekeeping*.

William Hobart Weintraub, co-publisher and co-founder of *Esquire*, has disposed of most of his holdings in that company to David A. Smart and is ending his association with *Esquire* January 15 . . . Dan Gillmor, publisher of *Friday*, has acquired *Popular Psychology Guide* and *Silver Streak Comics* . . . Robert J. Weeks, from Crowell-Collier, has been placed in charge of New England territory for *You* . . . Frederick Arkus, formerly in charge of Masterworks promotion for Columbia Recording Corp., is now New York editor of *Click* . . . G. W. Lewander, recently with Maxon, Inc., will serve as advertising manager for *Natural History*, New York, published by the American Museum of Natural History, and will serve also as an independent representative.

H. R. Peto has been named eastern advertising manager of *United States News*, with office in New York . . . J. R. Towne, from Condé Nast, is now on the advertising sales staff of Robert L. Johnson Magazines, Inc., New York . . . Henry B. Todd, from Street & Smith, has been named eastern advertising manager of *Outdoorsman*, Columbus, Ohio, with office at 489 Fifth Avenue, New York . . . Mrs. May C. Kelley has been appointed vice-president of Ideal Publishing Corp. and editorial director of *Ideal Women's Group* . . . Richard D. Chapman, current national amateur golf champion, has joined the executive staff of *Golf*, in advertising promotion and public relations work.

Ladies' Home Journal presented fashion authorities in a "Masterpieces of Fashion" show at the annual National Shoe Fair at the Stevens Hotel, Chicago, January 6.

Ralph Noble has been named sales promotion manager of *Liberty*, succeeding Harold A. Smith, resigned. Mr. Noble was formerly promotion manager of Macfadden Women's Group.

Joe Bailey Woods is now eastern advertising manager of *Farm and Ranch* and *Holland's*, at New York . . . Irving W. Peterfreund has been appointed director of fashion merchandising for Fawcett Screen Unit.

Networks' \$96,455,603

Network radio advertising came close to hitting the \$100,000,000-mark in 1940. The combined total of NBC, CBS and Mu-

tual for the year was \$96,455,603.

CBS became the first network to pass the \$40,000,000-mark, with billings for the year of \$41,025,549, an increase of 18.8% from 1939. In December, CBS billings rose 8.2% to \$3,819,989.

NBC Red network billings rose 9.2 for the year, to \$39,955,322, and gained 11.4 in December, to \$3,786,901. NBC Blue was up 23.9 for the year, to \$10,707,678, and up 27.7 for December, to \$1,122,972.

Mutual climbed 34.3% for the year, to \$4,767,054, and 81.6 in December, to \$576,983.

Business Paper News

Effective with the February issue, *Photographic Trade News*, published by Ziff-Davis Publishing Co., will be published by Guildhall Publications, Inc., publisher of *Photographic Retailing*. The new paper will be titled "*Photographic Trade News*, with which is combined *Photographic Retailing* and *American Camera Trade*."

Engineering and Mining Journal, a McGraw-Hill publication, observes its 75th anniversary this year by expansion of its editorial scope. Walter M. Dake becomes managing editor and J. H. Edwards electrical editor, a new position.

Activity in the household furnishing and appliance fields is indicated by the fact that *House Furnishing Review*, a Haire publication, published this month its largest January Spring Market issue since 1937 and that *Retailing-Home Furnishings*, a Fair-

child publication, has just published its largest issue.

N. McKay Kneisly, for 15 years merchandising director of Irving Cloud Publishing Co., Chicago, (*Automotive Jobber Topics* and *Super Service Station*) has been appointed general manager of this company.

C. C. Chapelle, research and merchandising counsel, has moved to 540 North Michigan Avenue, Chicago. Mr. Chapelle formerly was in charge of research with H. W. Kastor & Sons and Blackett-Sample-Hummert, advertising agencies. He now has a staff of 150 resident investigators in major markets throughout the country.

Steel and *The Iron Age* had nearly 1,000 pages, over all, between them, in annual issues just published, and carried 600 or more pages of advertising.

The *Tobacco Leaf*, New York, has published a 75th anniversary issue.

Frederick S. Sly has resigned as administrator of National Business Publishers Association, New York, and Rex W. Wadman, president, has assumed his duties.

New Film Producers

Francis F. Gregory, formerly general manager of AudiVision, Inc., has formed an organization of business analysts, writers and technicians, known as Francis Gregory & Associates, New York, to produce industrial motion pictures.

For Your Tropical Vacation

SPORTS JACKETS and DINNER JACKETS

. . . Custom Tailored
Ready-to-Wear—of Finest
Imported Fabrics—and
Workmanship.

\$40 to \$75

Shotland & Shotland

....Custom Tailors....

574 FIFTH AVENUE (at 47th Street) NEW YORK CITY

Established 1896

MONTREAL
TORONTO
WINNIPEG

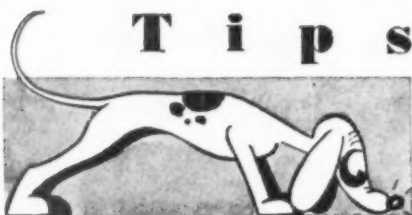
GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

JANUARY 15, 1941

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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.**

Industrial Markets of the Southern States

We recently commented on "The South's Resources," published as a special issue on southern industrial opportunities by the *Manufacturers Record*. A companion publication to that special issue has now been published, the annual "Blue Book of South-

ern Progress." This 1940 edition provides latest available statistics—chiefly 1939 and the first half of 1940—covering manufacturing, agriculture, mining and minerals, construction, power, transportation, foreign trade, banking, insurance, and area and population. It should be valuable to industrial machinery, equipment and service producers, as an aid in setting up production and sales schedules in the 16 southern states, from Maryland to Texas. The value of manufactured products in the South in 1939 exceeded 12 billion dollars, or more than \$500,000,000 above 1937 and surpassing the previous high of 1939. Manufacturers of consumer goods will be interested in the buying power which these industrial payrolls represent. Priced at \$1 a copy. Requests to R. L. Gould, *Manufacturers Record*, Baltimore, Md.

Excellent Catalog Technique Shown in New Conkey Book

If you are directly concerned with the publication of a book-bound catalog, or with those occasional books which record permanently the history and development of your company and industry, there's a case book available which is a mine of suggestion and example. Published by the W. B. Conkey Co., binders and book and catalog manufacturers for 63 years, it combines the photographic touch of *Life* with the best modern catalog format. Contents are arranged as a series of folders suitable for separate mailing pieces, here flexibly bound as a single presentation which can be used by the company's salesmen—as well as for developing accounts by mail, and as a clinching demonstration of plant practice for present customers. In this triple-threat function the book may well serve as a suggestion for companies in any line of activity. "Where Better Books Are Built" is the title—and copies are available on a limited basis, to executives only. Requests to F. Blake Cox, W. B. Conkey Co., Hammond, Ind.

National Survey on Pattern Readership Made for *Prevue*

What is believed to be the first national survey of pattern sheet readership made without any form of aided recall—pattern sheets named by the readers were shown only after mention by them—has recently been completed and published by *Simplicity's Prevue Magazine*. For marketing executives concerned with comparative readership of the women's magazines and pattern sheets, and of the purchasing habits of women readers together with brands actually in their homes at the time of the survey, the study is one of importance.

Made by Samuel E. Gill, whose report gives in detail the technique followed throughout in making the 2,541 interviews, the survey covers some 68 pages. In addition to extensive data on pattern purchasing and use, and garments purchased and made at home, brand use is shown for soap flakes, slide fasteners, corn flakes, aluminum cleanser, dress shields, shoe whitener, cleansing tissues, cold cream, chewing gum, bob pins. Also, home and family data including mechanical equipment, car ownership, and occupational and age status of members of the family. For copies, write Frank W. Nye, *Simplicity's Prevue Magazine*, 200 Madison Ave., New York, N. Y.

Plastics Offer Rapidly Expanding Market to Industry

In "The Plastics Industry," the Institute of Plastics Research has prepared and published the first comprehensive survey on the market which plastics provide for American industry. Every producer of equipment which is or can be used in this industry—which has more than doubled in size in the past five years—should have the study in order to visualize his place in the entire field. Specifically, the following products are shown, with the amounts used by the industry: Mold making equipment, tool steel, files, measuring and recording equipment, valves, metal tubing, hosing, swivel joints, grinding machines, finishing equipment, shipping cartons, and miscellaneous. For example, the study states that 5,900,000 shipping cartons are used each year by molders to deliver their moldings—a number which will probably double in the next five years as it has in the past five. The study concludes with a history of plastics and their uses, as published originally in *Modern Plastics*. Requests to Walter S. Ross, Institute of Plastics Research, Chanin Building, 122 E. 42nd St., New York, N. Y.

Winston-Salem Food Survey

Brief mention was made recently in this column of a distribution and brand leadership survey in Winston-Salem, N. C., last Summer. For advertisers interested in the standing of grocery store products in that market, the survey should provide valuable information, as it is based on a 50% check of the 250 first rank grocery stores in the city. Twenty-two brands of toilet soap are listed, for example, with Lifebuoy, Lux, Octagon, and Palmolive leading in that order. Thirty-four cereals, hot and cold, are listed, and Kellogg's Corn Flakes, All-Bran and Rice Krispies lead the field. Fifty-five classifications are covered in detail. For copies of this survey, requests to Rex Freeman, *The Journal-Sentinel*, Winston-Salem, N. C.

Columbus (O.) Market Survey

The Chamber of Commerce of Columbus, Ohio, has recently published a resumé of information and statistics on that market, both as a producing and a consuming area, which should be of value to sales and advertising executives. Chapters include markets, labor, transportation, raw materials, available sites, power and fuel, climatic and living conditions, banking, education and research. Population figures are based on the 1940 Census, which shows an increase from 290,465 in 1930 to 304,972 in 1940; and a total of 365,215 in the metropolitan area. For copies of "Industrial Columbus," address the Columbus Chamber of Commerce, 30 E. Broad St., Columbus, O.

AMERICA'S No. 1 QUALITY GIFT-PREMIUM PRIZE
Plain or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often."
Lights anywhere. Lifetime Guarantee. Write for PRICE LIST & FOLDER ZIPPO Mfg. Co., Box 15 Bradford, Pa.

ZIPPO Windproof LIGHTER

Mass production methods make Artkraft superior quality available at competitive prices.

SIGNS OF LONG LIFE
by **ARTKRAFT**
SIGN CO., LIMA, OHIO

3-Dimension Displays

Anything from 20,000 statues of your trade figure to mechanized windows. Stop more traffic; stay put longer. Precision production; creative designs; merchandising plans to fit yours; long experience famous advertisers and agencies. Individual service; no canned answers.

WRITE OLD KING COLE, CANTON, OHIO

NEXT STOP ST. LOUIS!

AND MY STOP IS HOTEL Mayfair!
TOPS IN FOOD & SERVICE - AND RIGHT DOWNTOWN

ALL ROOMS WITH BATH... RADIO RECEPTION

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance
Must Accompany Order. Classified
Rates: 50c a line of seven words,
minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 31 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

EXECUTIVE POSITIONS — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

EXECUTIVES \$2,400 — \$25,000 — This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVES! HIGHLY QUALIFIED MEN!
This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

HARRY F. JEPSON & ASSOCIATES
LAND BANK BLDG., KANSAS CITY, MO.

WANTED

A client of ours wants to get in touch with a high grade sales promotion man experienced in developing dealer distribution and promoting consumer sales through Authorized Distributors, both under exclusive franchises and otherwise for a straight salary job. This man must be under 45 years of age, have good educational background, broad experience in a supervisory capacity and must now have a job. Answer, giving full details as to age, physical condition, education and experience. All letters will be considered confidential unless released by the applicant. Address Box 763, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

SALES PROMOTION

YOU HAVE DIFFICULT, TIME-CONSUMING editorial tasks? Farm one out to me. Also sales promotion, educational programs and courses, booklets, articles, letters, business lectures. No charge for consultation. ROLAND COLE Room 506, 114 East 32nd St., Ashland 4-0880, New York City.

PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.

165 Broadway; 1 East 42nd Street
Cortland 7-4836

SALES SHEETS, MANUALS, CHARTS REPRODUCED Economically-Efficiently by Laurel's Improved Offset. No Cuts! No Typesetting! Your copy's all we need. 500 (8½x11") reproductions \$2.63; additional hundreds 22c. All Sizes. Request Complete Price Schedules; Free Descriptive Brochure. LAUREL PROCESS, 480 Canal Street, N. Y. C.

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Although the editors attempt to make this list complete and accurate, necessary last-minute revisions may result in occasional omissions or other errors.

MAILING LISTS

SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives. Write RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.

DISTRIBUTORS WANTED

ALUMINUM WARE

National known manufacturer, rated AAA-1, has exclusive distributor franchise available for specialty line merchandised through home demonstration plan.

Permanent connection; exclusive line. Installment plan of selling. Not house-to-house. Highly profitable connection for right man. Must be financially responsible. Write Box 762, SALES MANAGEMENT, 420 Lexington Ave., New York City.

BUSINESS OPPORTUNITY

NOVELTIES FOR RESALE, PREMIUMS, OR for Advertising purposes with imprints; M. E. Moss and Company of Hartford, Conn., is interested in low-priced plastic or plastic-in-metal novelties and signs, suitable for Resale, Premiums, or for Advertising purposes. They guarantee excellent coverage through their force of specialty salesmen.

POSITIONS WANTED

WANTED — INDUSTRIAL SALESMAN to sell well known proven and accepted powdered Industrial Hand Soap and Dispensers selling to Industrial concerns and jobbers. Sales repeat often. Territory: Boston, Hartford, New York City, Philadelphia, Baltimore, Birmingham, Atlanta, Indianapolis, Cincinnati, Pittsburgh and New Orleans; also Cleveland. Write Box 764, SALES MANAGEMENT, 420 Lexington Ave., New York City.

JUNIOR SALESMAN

A young man, 21, with university sales training seeks a position as a junior salesman or sales trainee. He now works with a large publisher as a clerk, but he wants to work with the sales division of some concern. Box 759, SALES MANAGEMENT, 420 Lexington Ave., New York City.

TRAVELING SALES JOB WANTED

By univ. grad.; 5 years retail grocery experience; 1 year national advertising department, newspaper; food merchandising jobs for agencies and newspaper; 1½ years coast to coast sales and sales promotion work for national magazine; graduate work in advertising; age 30; single; new car. Write Box No. 760, Sales Management, 420 Lexington Ave., New York.

C O M M E N T

BY RAY BILL



CONGRESSMAN VOORHIS STICKS HIS NECK OUT: In December, Representative Jerry Voorhis of California, introduced a drastic anti-advertising bill. Many business men have long expected some such legislative attack. Strangely enough, Representative Voorhis stated that the bill was introduced at the request of a friend and that he would not press for action at the last session. We wonder what causes people to hide behind unidentified "friends" on such occasions, and we doubt the wisdom of a member of Congress introducing a bill of such consequence for which he does not intend to fight with complete sincerity. So, as far as we are concerned, we are going to assume that this is Mr. Voorhis' own bill, lock, stock and barrel, and that he is going to plug it to the limit of his ability.

The purposes of the bill include (1) "to prevent avoidance of taxes by unlimited investment in advertising"; (2) "to control uneconomic advertising expense engaged in by the liquor, tobacco and luxury trades"; and (3) "to discourage advertising on the public highways and to derive revenue therefrom." Section 2 of the bill goes so far as to state (1) that some taxpayers are and for many years have been avoiding income taxes by making extravagant investments in good will advertising; (2) that the graduated levies of the new defense taxes will be largely nullified if unlimited deductions for advertising expenses are permitted in computing taxable net income; (3) that much of the advertising sponsored by the liquor, tobacco and luxury trades is an economic waste not permitted in other countries; and (4) that advertising on the public highways is a partial use of the public domain, and advertisers are fairly chargeable therefor.

The bill proposes immediately to put an annual tax of \$1 on every outdoor poster in the United States and it prohibits any deduction of advertising expense from gross income in computing taxable net income except for a basic exemption of \$100,000.

It is odd how the people who think that advertising is an unnecessary appendage to the successful operation of American business fail to disclose many examples of successful business concerns which are giving the American people products and services at progressively lower cost because they have eliminated that part of sales expense which comes under the heading of advertising. This has been a free country for a great many years, and companies

which believe in and utilize advertising have always been wide open for competition from concerns which do not use it and do not believe in it.

Obviously where such freedom prevails, if advertising were a waste instead of a vital factor in the production of sales, the non-users would have long ago left the users of advertising far in their wake. But the record shows just the reverse—that the users of advertising have been more successful than non-users in giving progressively greater values to an ever wider sector of the American public.

It is about time that those who know so little about how to run business successfully should listen more attentively to the people who have proved they know how to run it successfully. To tell business men they cannot use the sales tools that they find do the best job is just as ridiculous as asking politicians to use stone crushing machines for cooking and preparing their daily food.

Apart from the immediate issues raised by Mr. Voorhis' legislative abortion, it is vital for all governmental officials, business men and the American people to realize that we cannot save our country by dropping *everything else* for defense alone.

While President Roosevelt and his co-workers in the defense program are striving for a sound balance between defense work and preserving our peace-time economy, let's hope and pray that no other legislators will try to sabotage our national economy with such brutal attempts to wreck the normal functioning of peace-time business.

Men like Mr. Voorhis apparently are not conscious of the fact that about half of all the gainful workers in the United States are engaged in distribution and service as distinguished from production. They are probably equally unaware that an economy employing such a high percentage of its gainful workers in distribution and service actually delivers more to the people of a country than does an economy where production workers are predominant.

What does Mr. Voorhis really want to do—drive workers out of their distribution and service jobs so that they will henceforth be unemployed—and so that the American standard of living can slip down from the pinnacle it has attained as the highest in all history for *any and all* countries of the world? In all kindness, Mr. Voorhis, we suggest that instead of trying to "get" advertising as a part of modern successful selling, you make it your major endeavor to get more economic education for yourself.

Start with the "HEART"

WHERE FARMERS ARE WORTH 2 FOR 1



TAKE CATTLE AND CALVES FOR INSTANCE...

ONE-THIRD OF THE U. S. FARMERS LIVE IN THE "HEART" OF THE NATION'S CASH INCOME FROM CATTLE AND CALVES

61%

TWO-THIRDS

OF THE FARMERS LIVE OUTSIDE THE "HEART" THEY MUST DIVIDE 39%... THE REMAINDER OF THE NATION'S CASH INCOME FROM CATTLE AND CALVES

19 1/2% 19 1/2%

Actually, "Heart" farmers are worth more than 2 for 1

SUCCESSFUL FARMING

You couldn't pen a greater masterpiece to America's Farm Wealth than you see above. Nor a message with more meat and meaning than you see at the left.

Is it strange that 13 States should show up to such red-blooded advantage? Not at all! For Nature planned things on a vast scale when she laid out the Upper Mississippi Valley. Here farming is Big Business. Here farmers are worth 2 for 1. How can you reach these top-half farm families? Through the magazine that knows and loves the "Heart" from the ground up: Successful Farming! You get more dollar-mileage because it concentrates not only on farmers but farmers who have what it takes to make cash customers! Meredith Publishing Co., Des Moines, Iowa.

TO SELL SUCCESSFUL FARMERS BUY SUCCESSFUL FARMING

From the

People Believe the Advertising In the Newspaper in Which They Believe the News

ADVERTISERS build their Chicago sales plans around the Tribune because they know that the Tribune does not print fake news reports. They know that when other newspapers do not report a significant occurrence, the Tribune will. The news may be unpleasant. They may prefer to have events happen otherwise, but when they read the Tribune they know they get the facts.

The Tribune prints the news when it happens and as it happens. It covers all important news and reports it in forthright fashion. An American institution, it keeps American interests to the fore. A midwest product, it reflects midwest opinion. It is not under obligation to any party, group or clique. It is financially and politically free to print the news for which its readers buy it.

The steadfast policy of the Chicago Tribune continuously attracts new readers. To the confidence imparted to the advertising it prints, the Tribune adds the power of over 1,000,000 net paid daily circulation—and over 1,100,000 on Sunday. * * *



The 2,500-ton S. S. Heron Bay, latest addition to the Chicago Tribune fleet of pulpwood and newsprint carriers, leaves Chicago to pick up another cargo of newsprint for the Tribune at its mill in Thorold on the Welland Canal. During 1940 Tribune ships broke all records by hauling more than 126,000 tons of newsprint to Tribune warehouses on the Chicago river. Economies effected thru the operation of its own fleet of ships comprise only one of the production factors which make Tribune advertising rates among the lowest per 100,000 circulation in America.



Swain Scalf (right), who topped the list of 1940 winners of the prize money awarded by the Chicago Tribune for the best photos turned in each week by the news photo staff, receives a hunting jacket presented by Louis Wolf on behalf of the 22 other Tribune photographers. The excellence of the news photos appearing in the Tribune every day is one of the factors which make it Chicago's most widely read newspaper. During the week December 29-January 4, the public was invited to see—and to act as the sole jury—of an exhibit in Tribune Tower of 300 photographs by members of the Tribune news photo staff.

CROWD AFTER CROWD

During the year just closed, more than 600,000 men, women and children flocked to events presented for their entertainment and education by the Chicago Tribune.

Thruout the year, music, boxing, football, swimming, dogs, golf, kite-flying, fly-casting, American fashions drew capacity crowds to witness events sponsored by the Tribune.

On Sunday summer afternoons more than 100,000 city folk out for the day joined in informal sing-fests held in the cool, green depths of the forest

Foundation... Prize-winning photographer... Ship... Quick sale... Shoe advertisers... Crowds and more crowds... What advertisers did in 1940.

TOWER

preserves which ring Chicago. Another 84,000—paying from \$1.10 to \$4.40 each—saw the Green Bay Packers hang a 45-28 defeat on the 1940 College All-Stars. The Police and Fire Thrill Show brought a crowd of 80,000 on a July Sunday afternoon to Soldiers' Field.

Extra-mural activities of this kind are among the factors which have built between the Tribune and its readers the close personal relationship which accounts for the greater returns enjoyed by Tribune advertisers.

* * *

On the basis of results, advertisers in 1940 placed more of their appropriations in the Tribune than they placed in all other Chicago newspapers combined.

* * *

SOLD—FOR \$6,000

Recently a Chicagoan was compelled to move to New York for business reasons. In a 156-line display advertisement in the Chicago Daily Tribune of Saturday, November 23, he offered to dispose of the lease of his six-room apartment, furniture, food on the shelves—everything complete—for \$6,000.00.

Less than five hours after the early editions of the Tribune hit the street, two prospects had called at the apartment. A deal was closed with one of them with a \$6,000.00 check. In all, he received more than fifty calls.

* * *

CHICAGO retailers of men's and women's shoes in 1940 placed more advertising in the Tribune than they placed in any two other Chicago newspapers combined.



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